



# THREE LINKS CARE SOCIETY

## 2020 Annual Report



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## 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*

**Shawn Mitchell**  
*Vice-President*

**Marina Glasgow**  
*Director*

**Robert Kirincic**  
*Director*

**Gillian Piggott**  
*Director*

**Sarah Macey**  
*Director*

**Stacey Martin**  
*Director*

**Stephanie Hong**  
*Director*

**Pat Hutchinson**  
*Director*

## Three Links Care Society Senior Management Team

**Faria Ali,**  
*Director of Care*

**David Hurford,**  
*Chief Executive Officer*

**Marie Olsson,**  
*Director of Operations  
and Housing*

**Michelle Ivanusec,**  
*Assistant Director of  
Operations & Human  
Resources*

# MESSAGE FROM THREE LINKS BOARD OF DIRECTORS

On behalf of our Board of Directors, I am honoured to present the 2020 Annual Report of the Three Links Care Society.

Over the past year, our organization has faced a series of unprecedented challenges associated with the global COVID-19 pandemic. Our response required us to activate all six pillars of our strategic plan: Vision 2020.

Among other things, this year's report captures the series of actions we took to face the most significant crisis in our Society's history.

COVID-19 challenged our mission, turned our care model upside down and took the lives of 14 of our beloved residents. If not for the skill and dedication of our team, things would have been much worse.

With this recap of an extraordinary year, this Report also includes our annual financial statements, a summary of our 2020 family survey and a look ahead to 2021's Year of Recovery and Renewal.

Yours Truly,

David Ower, *President*,  
Three Links Care Society

# ORGANIZATION: SIX DECADES 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 across six decades.

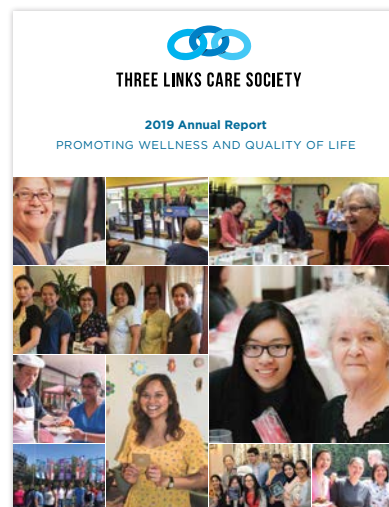
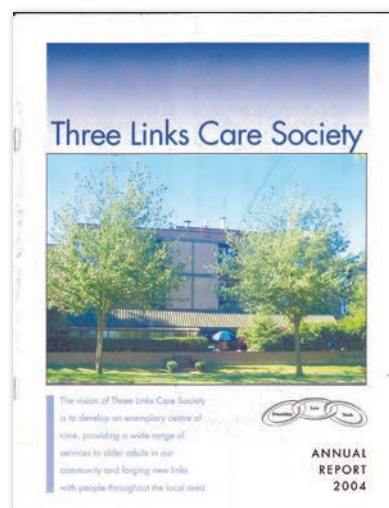
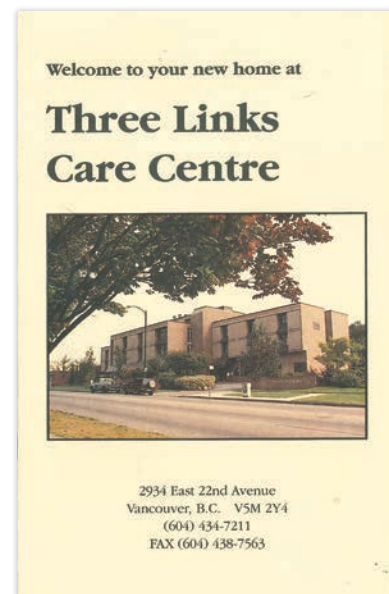
Three Links was established in 1979 as a response to the shortage of seniors housing in Vancouver’s Renfrew-Collingwood community. Three Links established founding principles and set out to raise funds to construct a community care centre in the neighbourhood.

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 partnership with 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. The development was completed in 2020.



# ORGANIZATION: Three Links In 2020

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 2020, the Society received \$7,469,000 from VCH to provide a range of complex seniors’ care services. This included extraordinary funding to manage the COVID-19 pandemic and outbreak.

Three Links continues to operate 39 independent living units at the Three Links Manor with annual support from BC Housing totaling \$113,040 for seniors’ supportive housing in 2020.

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 development.

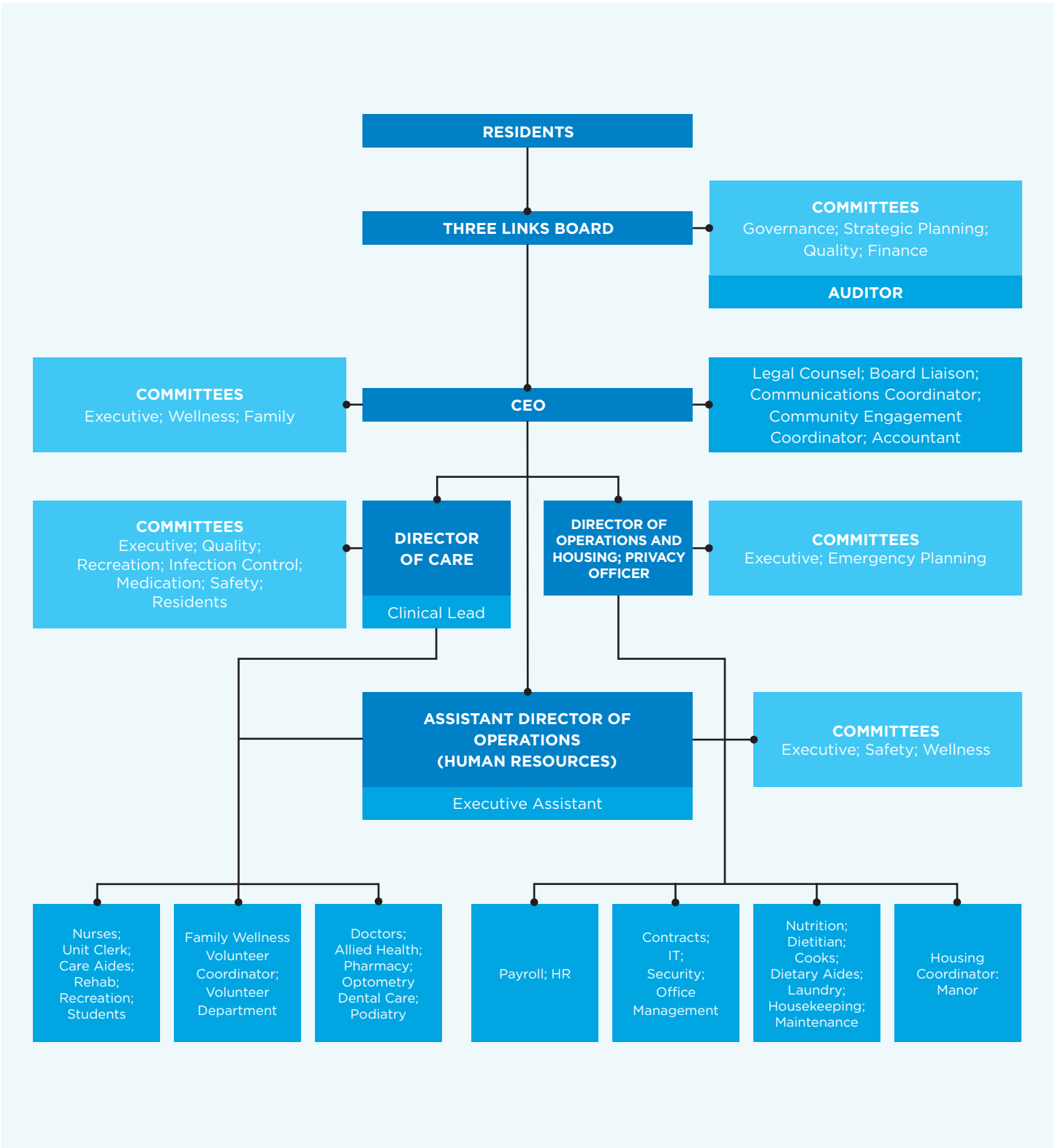
The Three Links Board is supported by an experienced management team responsible for day-to-day operations, ongoing consultation, community engagement and ensuring the Society achieves strategic goals. To provide the best services possible, the management team are supported by dedicated and professional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



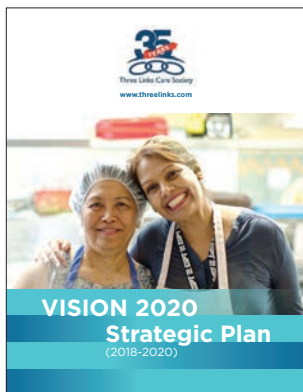
## Our Community and Neighbourhood Partners



# ORGANIZATION: Three Links In 2020



# ORGANIZATION: Strategic Plan: Vision 2020



2020 marked the final year of Three Links’ strategic plan, **Vision 2020**. Building on a strong foundation of providing excellent health and housing services in Vancouver’s Renfrew-Collingwood neighbourhood for

decades, 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 feedback from management, Board, staff, residents, contractors, families and other stakeholders. All agreed as Canada’s population continues to age and health challenges become more complex, the demand for Three Links’ quality and professional service will grow.

Through this engagement, 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 implementation of the 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 also prioritized key performance indicators and developed risk mitigation plans that promote a continuous process of quality improvement. Starting in 2018, this includes the publication of a comprehensive annual report.

## VISION 2020: THREE LINKS STRATEGIC PRIORITIES (2018 - 2020)



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.

For a copy of Vision 2020 visit [www.threelinks.com](http://www.threelinks.com)



# 2020 YEAR IN REVIEW: Introduction

**2020 is a year we will never forget.** January 2020 started like any other January at the Three Links Care Centre. However, by the end of December, the global COVID-19 pandemic was spiraling out of control and our world had been turned upside down.

Three Links started the year with our regular family/resident survey, planning for Chinese New Year's celebrations and development of an annual work plan. We identified **six priorities**:

<b>1</b> Increase Direct Care Hours	<b>2</b> Revitalize Recreation Art & Music Therapy Programs	<b>3</b> Innovate Wellness, Family & Community Engagement	<b>4</b> Capital & Equipment Upgrades	<b>5</b> Improved Governance & Privacy Policies	<b>6</b> Renew Strategic Plan – Beyond 2020
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In February, we started to see COVID-19 get closer to home. We watched the Kirkland, WA care home crisis with sadness. Soon after, BC started to report cases.





By the end of March, BC had declared a state of emergency in response to the pandemic. Like other provinces, BC long term care homes, residents and staff had been impacted the most by COVID-19 and the public health response.

On October 18, after months of successfully keeping COVID-19 outside, the Three Links Care Centre became one of 200+ BC care homes and health care facilities to have an outbreak in 2020.



**In this section, we summarize these extra-ordinary events.**

## DESPITE THE PANDEMIC, OUR THREE LINKS TEAM HAS DELIVERED ON MOST OF OUR PRE-COVID-19 PRIORITIES. AMONG OTHER THINGS WE HAVE:

 REVERSED CONTRACTING OUT OF RECREATION & REHAB STAFF	 REORGANIZED FAMILY ENGAGEMENT & STAKEHOLDER COMMUNICATIONS	 EXPANDED SCOPE OF WELLNESS PROGRAMMING	 INTERIOR IMPROVEMENTS TO MAIN FLOOR AND COMMON RESIDENT SPACES	 UPDATED & CONSOLIDATED PRIVACY POLICY	 COMPLETED 2020 FAMILY & RESIDENT SURVEY
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# 2020 YEAR IN REVIEW: COVID-19 Pandemic Planning

In January 2020, as we do every year at that time, Three Links was actively implementing infection control measures to prevent the spread of influenza. Unfortunately, influenza outbreaks kill thousands of long term care residents across Canada and around the world each year, particularly in the fall and winter seasons. At all times, our infection control policies have been based on provincial and national standards.

Like all publicly-funded long term care homes, Three Links participates and encourages regular inspections, licensing and stakeholder surveys. Over the past year, Three Links has hosted numerous reviews, training sessions and in-services with Vancouver Coastal Health (VCH).

As part of our commitment to continuous improvement of care and quality of life, Three Links also participates in Accreditation Canada audits that compare all aspects of our operations to best practices across Canada, including infection control.

## 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. Of 536 measurements, Three Links passed 535 (98.8%).**



## Leadership and Pandemic Planning Team

Three Links outbreak planning and communications is coordinated by the Care Centre’s Leadership Team, professional care staff and highly-skilled operations team. Together, they have over 125 years of health, long term care and public affairs experience.

<b>EXECUTIVE</b>	<b>CEO</b>	<b>Director of Housing &amp; Support Services</b>	<b>Director of Care</b>	<b>Assistant Director (Operations and Human Resources)</b>
<b>CARE</b>	<b>Medical Director</b>	<b>Clinical Lead</b>	<b>Private Care Contractor</b>	<b>Family and Volunteer Coordinator</b>
<b>OPERATIONS</b>	<b>Accountant</b>	<b>Executive Assistant</b>	<b>Maintenance &amp; Housekeeping</b>	<b>Communications &amp; Wellness</b>

# 2020 YEAR IN REVIEW: COVID-19

## Pandemic Planning



In February, when COVID-19 emerged as a significant public health threat to long term care residents, Three Links was already locked down due to an influenza outbreak that had been declared on February 13, 2020.

While the flu outbreak ended on February 24, 2020, Three Links maintained most of the infection control measures out of an abundance of caution. This included keeping the Care Centre closed to non-essential visitors, staff and contractors.

On March 5, Canada’s first long term care outbreak was declared in North Vancouver. Within days, BC declared a public health emergency. With these rapidly changing developments, Three Links’ infection control policies deferred to a series of public health orders and new regulations from the BC Ministry of Health and Vancouver Coastal Health Authority.

Recognizing the risk of front line staff working at multiple nursing homes, Three Links leadership quickly offered pay increases in March for care aides to work exclusively at Three Links.

**As the COVID-19 crisis worsened in long term care, Three Links implemented a series of enhanced infection control measures to support public health orders and policies:**

	<b>Developed emergency staffing plans and enhanced screening measures</b>
	<b>Stockpiled personal protective equipment from all available supply chains</b>
	<b>Participated in daily/weekly meetings with VCH leadership and care contractors</b>
	<b>Accelerated communication to staff, families, Board and community stakeholders</b>
	<b>Organized webinars and on-line training modules for staff and contractors</b>
	<b>Restricted Care Centre access to only essential staff and visitors</b>
	<b>Relocated Board, executive and bookkeeping functions off-site</b>
	<b>Reviewed and managed a high volume of public health and safety orders from a variety of agencies</b>
	<b>Supported provincial sector response with SafeCare BC &amp; BC Care Providers Association</b>

# 2020 YEAR IN REVIEW: COVID-19 Public Health Response

## Public Health Orders and Policies

At all times, the Care Centre’s pandemic planning was guided by policy directives from a variety of government agencies:



Ministry of Health



These directives reflected the BC Centre for Disease Control’s COVID-19 clinical resource guide and regularly updated guidance from the Public Health Agency of Canada. These orders and policies were refined throughout the year as the COVID-19 long term care crisis expanded. All had a significant impact on Three Links residents and staff. Examples include:

<p><b>Public Health Emergency:</b>  <b>March 17:</b> BC’s Provincial Health Officer declares emergency under the Public Health Act which provided the ability to make orders to manage the pandemic.</p>	<p><b>BC Long Term Care Restrictions</b>  <b>March 17:</b> BC restrictions on LTC admissions, family visitation, inter-facility transfers and in-facility respite.</p>	<p><b>VCH Staffing Order</b>  <b>March 21:</b> Long term care staff limited to working at one VCH care home.</p>
<p><b>BC Emergency</b>  <b>March 18:</b> BC declared a state of emergency allowing the province to implement any measures necessary to prevent, respond to or alleviate the effects of the pandemic.</p>	<p><b>Personal Protective Equipment</b>  <b>March 25:</b> BC Allocation Framework released to guide care providers in determining the type of PPE individuals working or visiting care settings will receive.</p>	<p><b>BC Staffing Order</b>  <b>March 25 and April 10:</b> BC Health Ministry limits long-term care staff to working at one BC care home and establishes a single wage system for all care aides.</p>
<p><b>Family Visitation</b>  <b>June 30:</b> Restrictions lifted. Scheduled, in-person visits allowed again with screening, supervision and masks.</p>	<p><b>Testing</b>  <b>October 6:</b> Health Canada approves first antigen rapid COVID-19 test which can produce results in less than 20 minutes with an agreement to purchase more than 20 million kits.</p>	<p><b>Enhanced Surveillance</b>  <b>November 5:</b> VCH introduces enhanced surveillance policy to delay outbreak measures until COVID-19 spread is confirmed beyond one staff member.</p>

# 2020 YEAR IN REVIEW: COVID-19 Public Health Response

Since Canada's first long term care outbreak at North Vancouver's Lynn Valley Care Centre in March, Vancouver Coastal Health (VCH) refined their approach to outbreak management. To support this work, VCH established a communications infrastructure to support long term care providers, help interpret public health orders, provide updates and answer questions.

With this communication, Three Links knew to expect VCH infection control leaders and medical health officials would lead on-site infection control response if an outbreak was declared.

Under this policy, a VCH medical health officer declared an outbreak after one staff member or resident tested positive for COVID-19. With this order, VCH would assign a response team of medical and operations leaders at the Care Centre to initiate testing, enable rapid-decision making and oversee a series of infection control measures.

Under these protocols, VCH medical health officers were responsible for declaring an outbreak over when there had been no new COVID-19 cases for two incubation periods (28 days).

## VCH OUTBREAK RESPONSE: INFECTION CONTROL MEASURES



### ENHANCED CLEANING

Increased cleaning frequency in high touch areas



### MONITORING

Screen staff, observe residents and test those with symptoms



### ISOLATION

Take all possible steps to keep residents with COVID-19 in their room and limit transfers



### PHYSICAL DISTANCING

Reduce group and social activities



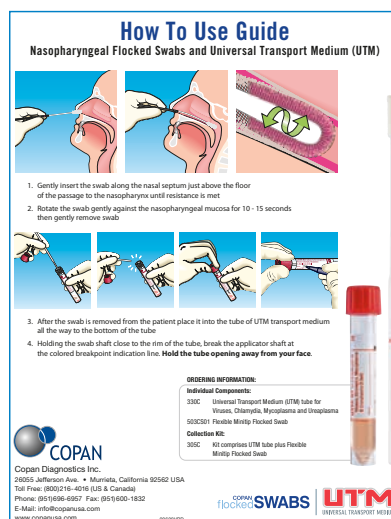
### PPE

Mandatory use of masks, gloves, gowns and hand sanitizer

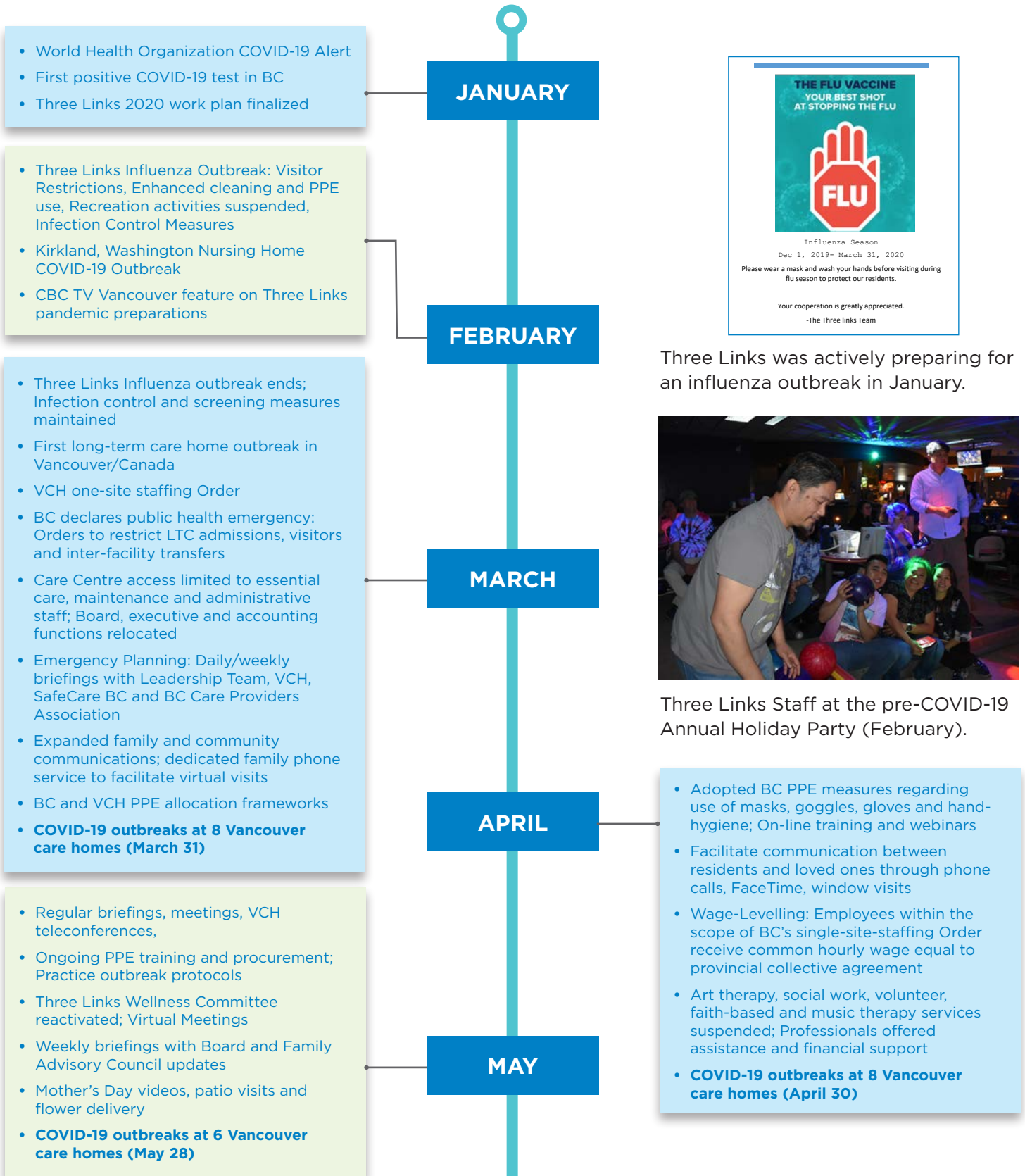


### VISITORS

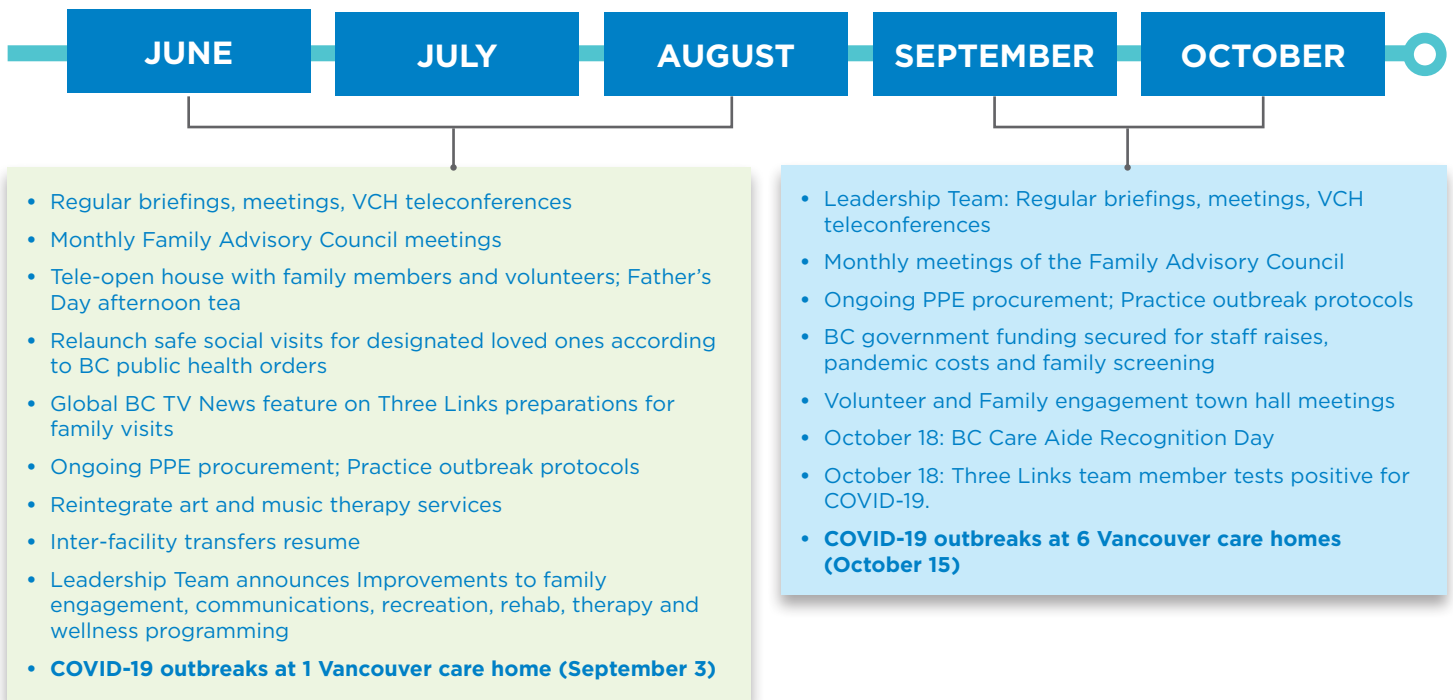
None allowed except for one-family member at a time for end of life



# 2020 YEAR IN REVIEW: Pandemic Planning Chronology



# 2020 YEAR IN REVIEW: Pandemic Planning Chronology (CONT.)



## Three Links Outbreak

On Sunday afternoon, October 18 2020 the Three Links Director of Care received news that a team member had tested positive for COVID-19. Three Links' CEO sent a message to staff, families and community stakeholders the following day:

### A MESSAGE FROM THE CEO, October 19th (1:45pm)

Dear Friends,

Further to previous infection control updates over the past nine months during the pandemic, we are sad to report that COVID-19 has found its way into our home. Late yesterday we received confirmation that a single staff member has tested positive for the virus.

Our Leadership team has met this morning to review protocols and our Director of Care has been liaising directly with Vancouver Coastal Health to follow the response processes they have established.

The health and safety of our residents and staff will continue to guide our efforts.

As we have been doing throughout this pandemic we will be distributing regular communication and liaising directly with our Family Advisory Committee.

Unfortunately all social visits will be suspended, however we will maintain our dedicated phone line at 604-434-7211 Ex 508 to answer any family inquiries.

All non-essential maintenance work by external contractors is also suspended.

Please watch for regular updates this week.

**David Hurford, CEO**  
Three Links Care Society

# 2020 YEAR IN REVIEW: COVID-19 Outbreak

On October 18, after months of successfully keeping COVID-19 away from the Care Centre, Three Links became one of 200+ care homes and health care facilities to have an outbreak in 2020. The outbreak lasted more than two months.

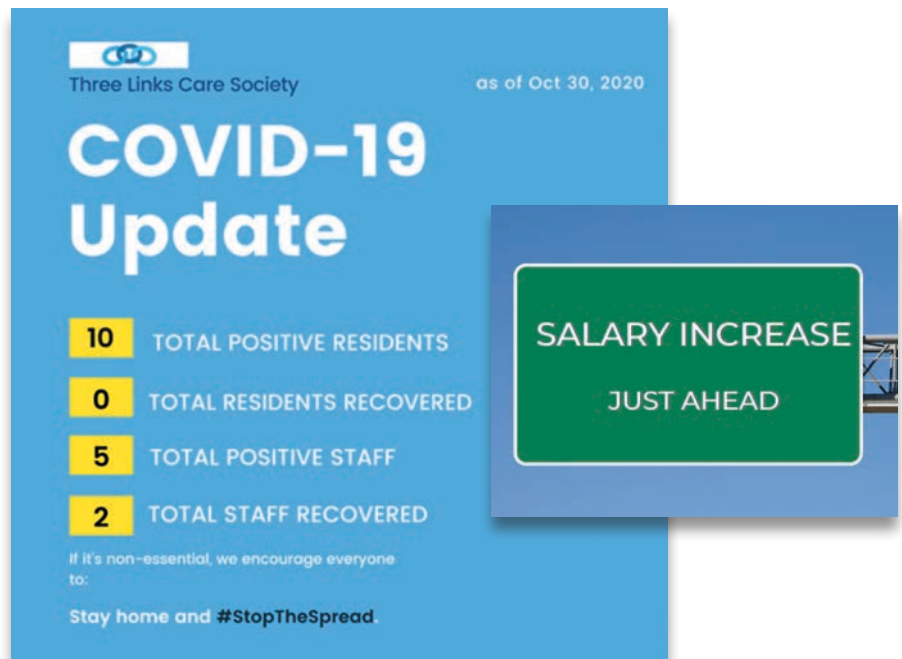
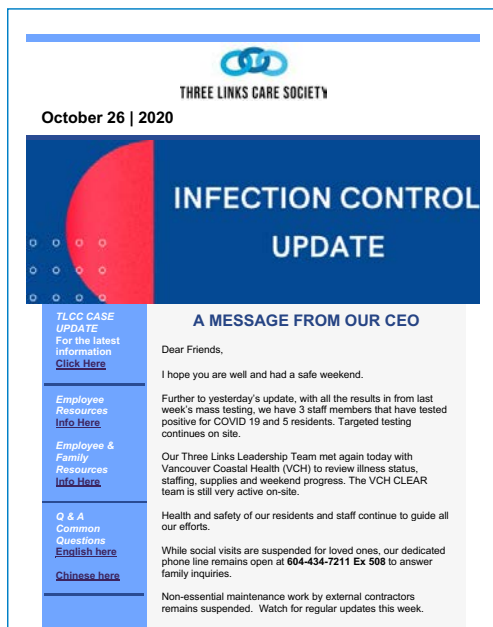
During this time, 14 beloved residents died from COVID-19. Seven more passed away from other causes. In total, 41 residents and 38 staff tested positive.

If not for the actions of the Three Links team, the crisis would have been worse. Together, these health care heroes saved lives before, during and after the outbreak.

This section of the Annual Report captures a chronology of the Three Links outbreak, from Day Zero (Oct. 18) to the conclusion (Dec. 30).

## Communications

A key element of Three Links' outbreak planning focused on communication and rapid response.



Starting on Day One of the outbreak, Three Links prepared daily outbreak updates to family members, staff and community stakeholders. These were distributed each evening by email and posted at [www.threelinks.com](http://www.threelinks.com).

With daily infection control updates, Three Links also published up to date test results for residents and staff.

All staff working at the care centre received 1.5x their regular pay during the outbreak



# 2020 YEAR IN REVIEW: COVID-19 Outbreak

## Outbreak: Week One

<p><b>Day 0</b> <b>Oct 18</b> Sunday</p>	<ul style="list-style-type: none"> <li>Contracted care staff member tests positive for COVID-19</li> <li>Three Links (TL) Director of Care (DOC) informs VCH Medical Health Officer (VCH MHO) at 7:00pm; DOC informs TL CEO</li> <li>TL Leadership: Infection control, communications planning, social visits cancelled, non-essential access to Care Centre prohibited</li> </ul>
<p><b>Day 1</b> <b>Oct 19</b> Monday</p>	<ul style="list-style-type: none"> <li>TL Leadership: Prepare for arrival of VCH rapid-response team; Review outbreak plans, screening, communications, PPE supply and staffing; Recreation, music and art therapy programs suspended;</li> <li>Contact Tracing: VCH classifies first case as “secondary spread” (care staff contracted COVID-19 off-site) and recommends dining room remain open</li> <li>Testing: staff and residents with symptoms</li> <li>Communications: CEO Message to Board and Family Committee (10am); TL staff meeting (12 pm); CEO message to Families and Stakeholders (2:00pm); Public Notice</li> <li>Dedicated family information line established</li> <li>Outbreak communications and logistics HQ established off-site; CEO initiates direct outreach to all TL families</li> <li>Outbreak Declared: VCH MHO message to staff and families (6:15pm)</li> <li><b>Positive Residents: 0; Positive Staff: 1</b></li> </ul>
<p><b>Day 2</b> <b>Oct 20</b> Tuesday</p>	<ul style="list-style-type: none"> <li>TL Leadership: Prepare for VCH rapid-response team; Review outbreak plans, screening, communications, PPE supply and staffing</li> <li>Testing: Staff/residents with symptoms</li> <li>Rapid response team arrives; VCH establishes on-site leads; VCH/TL leadership team/transition meeting</li> <li>Dining room service suspended, Resident isolation and in-room meals begin</li> <li>Communications: Board and Family Committee updates, Outbreak update to staff, families and stakeholders; Public Notice</li> <li>Clinical Lead message re: infection control practices and COVID-19 outbreak protocols; Staff training huddles</li> <li>Procure temporary food services for all staff (3x/day)</li> <li><b>Positive Residents: 0; Positive Staff: 1</b></li> </ul>
<p><b>DAY 3</b> <b>Oct 21</b> Wednesday</p>	<ul style="list-style-type: none"> <li>VCH/TL Leadership: test results, staffing, communications, PPE supply and infection control; Staff training suspended</li> <li>First resident and second staff member test positive (1:00pm)</li> <li>Infection control team VCH Community and Long Term Care Education and Resource Team (CLEAR) arrive; VCH operations HQ fully integrated on-site; Single entrance location at staff room</li> <li>Testing: VCH MHO orders mass-testing of all residents and staff; 30-40 testing kits arrive; VCH message to staff re: Mass Testing (6:35pm)</li> <li>Communications: Family Committee Update; Outbreak update to staff, families and stakeholders; Public Notice</li> <li>Food services for all staff (3x/day)</li> <li><b>Note:</b> 39 residents vote in BC election via mail-in ballot</li> <li><b>Positive Residents: 1; Positive Staff: 2; Test Results Pending: 30</b></li> </ul>

# 2020 YEAR IN REVIEW: COVID-19 Outbreak

## Outbreak: Week One (Cont.)

<p><b>DAY 4</b> <b>Oct 22</b> Thursday</p>	<ul style="list-style-type: none"> <li>• VCH/TL Leadership: test results, staffing, communications, PPE supply and infection control; CLEAR on-site</li> <li>• Testing: 130-140 kits arrive (1:30pm): Mass testing (48 residents; 75 staff); Staff consent to receive second rapid test along-side mass testing</li> <li>• HR: Outbreak salary increase ordered for all union staff (x1.5): Recruiting care staff; Co-horting begins</li> <li>• Communications: Families invited to Sunday Zoom outbreak update with CEO; Outbreak update to staff, families and stakeholders; Public Notice</li> <li>• Food services for all staff (3x/day): Resident meal tray construction</li> <li>• <b>Positive Residents: 1; Positive Staff: 2; Test Results Pending: 123</b></li> </ul>
<p><b>Day 5</b> <b>Oct 23</b> Friday</p>	<ul style="list-style-type: none"> <li>• VCH/TL leadership team meeting: test results, staffing, communications PPE supply and infection control; CLEAR on-site</li> <li>• Testing: Mass testing of staff and residents completed on-site</li> <li>• HR: Care Aide recruiting; support services</li> <li>• Communications: Family Committee; Outbreak update to staff, families and stakeholders; Public Notice</li> <li>• Food services for all staff (3x/day); Resident meal tray construction</li> <li>• <b>Positive Residents: 3; Positive Staff: 3; Negative Residents: 20; Negative Staff: 3; Test Results Pending: 150</b></li> </ul>
<p><b>DAY 6</b> <b>Oct 24</b> Saturday</p>	<ul style="list-style-type: none"> <li>• VCH/TL Leadership: test results, staffing, PPE supply, communications and infection control; CLEAR on-site</li> <li>• HR: Outbreak pay increase ordered for all non-union staff (x 1.5)</li> <li>• Changing stations constructed at entrance: PPE tray assembly</li> <li>• Testing: Staff and residents with symptoms: Outstanding staff and residents from mass tests</li> <li>• Outbreak update to staff, families and stakeholders; Public Notice</li> <li>• Food services for all staff (3x/day): Resident meal tray construction</li> <li>• <b>Positive Residents: 4; Positive Staff: 3; Negative Residents: 72; Negative Staff: 86; Test Results Pending: 18</b></li> </ul>



Within a week, the Care Centre was transformed. The parking garage became our loading zone for supplies. The dining room was now the place where staff changed into scrubs before their shift.

# 2020 YEAR IN REVIEW: COVID-19 Outbreak

## Outbreak: Week Two

<p><b>Day 7</b> <b>Oct 25</b> Sunday</p>	<ul style="list-style-type: none"> <li>• VCH/TL Leadership: test results, staffing, PPE supply, communications and infection control; CLEAR on-site; Staff food service (3x/day)</li> <li>• Testing: Staff and residents with symptoms</li> <li>• VCH relocates single site entrance</li> <li>• Communications: Board Update; Family Zoom call with CEO to provide outbreak update, answer questions and share information; Virtual family visits; Outbreak update to staff, families and stakeholders; Public Notice</li> <li>• <b>Positive Residents: 4; Positive Staff: 3; Negative Residents: 72; Negative Staff: 86; Test Results Pending: 18 No change reported</b></li> </ul>
<p><b>Day 8</b> <b>Oct 26</b> Monday</p>	<ul style="list-style-type: none"> <li>• VCH/TL Leadership: test results, staffing, PPE supply, communications and infection control; CLEAR on-site; Food service</li> <li>• Testing: Staff and residents with symptoms</li> <li>• HR: Work break and sick leave protocols; Third-party agency staff arriving (care aides and housekeepers)</li> <li>• Communications: Board message; Family Committee update; Virtual family visits; Outbreak update to staff, families and stakeholders; Public Notice</li> <li>• <b>Positive Residents: 5; Positive Staff: 3; Residents Recovered: 0; Staff Recovered: 0</b></li> </ul>
<p><b>Day 9</b> <b>Oct 27</b> Tuesday</p>	<ul style="list-style-type: none"> <li>• VCH/TL Leadership: test results, staffing, PPE supply, communications and infection control; CLEAR on-site; Food service</li> <li>• Testing: Staff and residents with symptoms</li> <li>• HR: First recovered staff member returns</li> <li>• Communications: Outbreak update to staff, families and stakeholders; Resident Bath Q&amp;A; multi-lingual Q&amp;A; Public Notice; Virtual visits</li> <li>• <b>Positive Residents: 6; Positive Staff: 2; Residents Recovered: 0; Staff Recovered: 1</b></li> </ul>
<p><b>DAY 10</b> <b>Oct 28</b> Wednesday</p>	<ul style="list-style-type: none"> <li>• VCH/TL Leadership: test results, staffing, PPE supply, communications and infection control; CLEAR on-site; Food service; PPE cart assembly</li> <li>• Testing: Staff and residents with symptoms</li> <li>• Communications: Family Committee Update; Virtual family visits; Outbreak update to staff, families and stakeholders; Public Notice</li> <li>• <b>Positive Residents: 7; Positive Staff: 2; Residents Recovered: 0; Staff Recovered: 1</b></li> </ul>
<p><b>DAY 11</b> <b>Oct 29</b> Wednesday</p>	<ul style="list-style-type: none"> <li>• VCH/TL Leadership: test results, staffing, PPE supply, communications and infection control; CLEAR on-site; Food service</li> <li>• Resident TV, cable and phone installations; Virtual family visits</li> <li>• Testing: Staff and residents with symptoms</li> <li>• HR: Agency Meetings</li> <li>• Outbreak update to staff, families and stakeholders; Messages to staff; Break Room Protocols; Public Notice</li> <li>• <b>Positive Residents: 8; Positive Staff: 3; Residents Recovered: 0; Staff Recovered: 1</b></li> <li>• <b>COVID-19 Outbreaks at 7 Vancouver long term care homes</b></li> </ul>

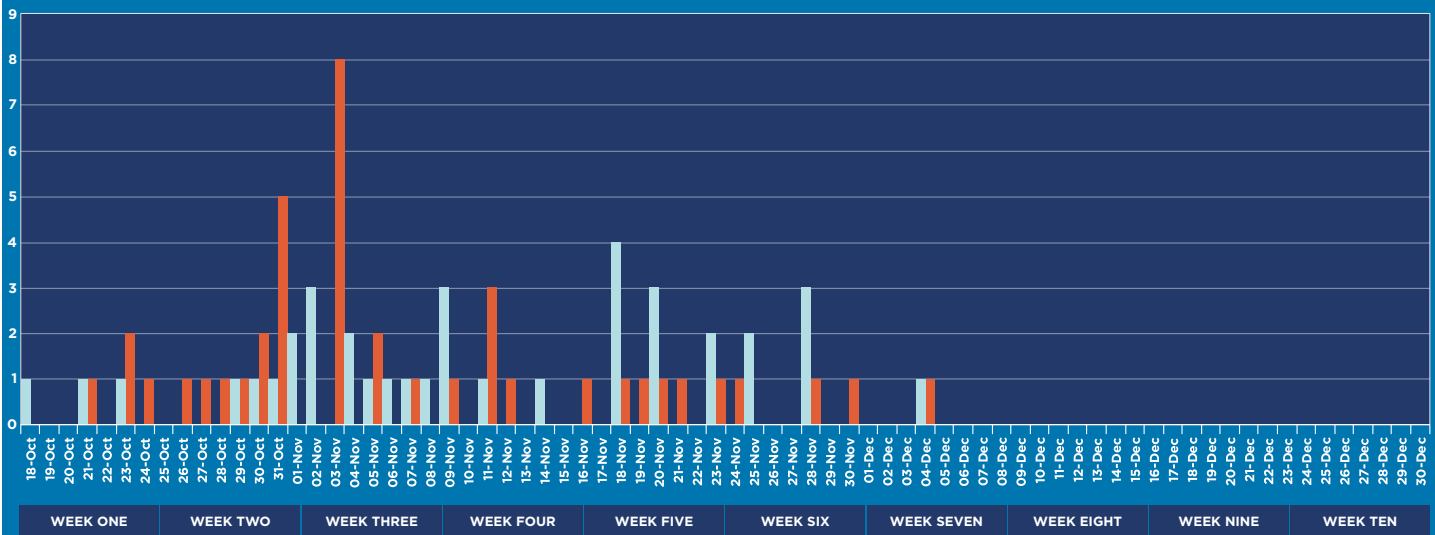
# 2020 YEAR IN REVIEW: COVID-19 Outbreak

## Outbreak: Week Two (Cont.)

<p><b>DAY 12</b> <b>Oct 30</b> Wednesday</p>	<ul style="list-style-type: none"> <li>• VCH/TL Leadership: test results, staffing, PPE supply, communications and infection control; CLEAR on-site; Food service</li> <li>• Testing: Mass testing on second floor</li> <li>• HR: Care Aide scheduling contractor; Agency contracts extended; Wellness Committee reactivated</li> <li>• Communications: Family Committee; Virtual family visits; Outbreak update to staff, families and stakeholders; Public Notice</li> <li>• <b>Positive Residents: 10; Positive Staff: 3; Residents Recovered: 0; Staff Recovered: 2</b></li> </ul>
<p><b>DAY 13</b> <b>Oct 31</b> Wednesday</p>	<ul style="list-style-type: none"> <li>• VCH/TL Leadership; test results, staffing, PPE supply, communications and infection control; CLEAR on-site; Food service</li> <li>• Testing: Second floor mass test completed</li> <li>• Communications: Daily outbreak update to staff, families and stakeholders; Public Notice; Virtual family visits</li> <li>• <b>Positive Residents: 15; Positive Staff: 5; Residents Recovered: 0; Staff Recovered: 3</b></li> </ul>

## Daily COVID-19 Case Count

■ New Staff Cases ■ New Resident Cases



**\$1.05 million**

COVID-19 outbreak expenses  
(human resources, overtime, staff catering, equipment, etc.)

**1 million+**

Pieces of PPE used during COVID-19 outbreak  
(gloves, gowns, masks, hand sanitizer, face shields, etc.)

**1,750+**

Family Facetime, Zoom, window and in-person visits scheduled through the Three Links Family Info Line in 2020

**200+**

BC care homes and health care facilities to have COVID-19 outbreaks in 2020

# 2020 YEAR IN REVIEW: COVID-19 Outbreak

## Outbreak: November

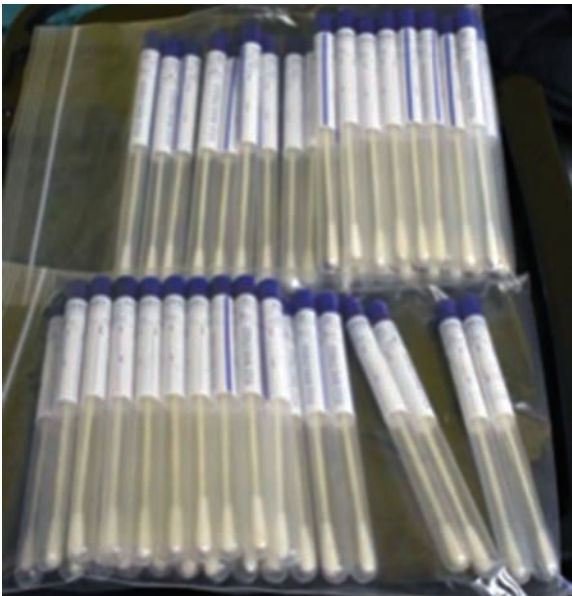
<p><b>WEEK THREE</b> Nov 1-7</p>	<ul style="list-style-type: none"> <li>• Daily VCH/TL Leadership team meetings to review test results, staffing, PPE, communications and infection control; CLEAR on-site; Food service (3x/day)</li> <li>• First resident passed away (Nov. 1)</li> <li>• CLEAR assessment of ventilation system; complete PPE cart installation</li> <li>• Testing: Staff and residents with symptoms; All staff and residents for one co-hort (Nov 5)</li> <li>• HR: Care Aides, Nurses, leadership relief, screeners; VCH RCA staffing; Return to work policies; Wellness Committee</li> <li>• Communications: Daily outbreak updates to staff, families and stakeholders; Public Notices; Family Zoom meetings with CEO; Virtual family visits; Family Committee X 3; Board updates</li> <li>• <b>November 7 - Total Positive Residents 23; Total Positive Staff 1; Recovered Residents 0; Recovered Staff 4; Resident Deaths 3</b></li> </ul>
<p><b>WEEK FOUR</b> Nov 8-14</p>	<ul style="list-style-type: none"> <li>• Daily VCH/TL leadership team meetings to review test results, staffing, PPE, communications and infection control; CLEAR on-site; Food service (3x/day)</li> <li>• Testing: Staff and residents with symptoms</li> <li>• HR: Care aides, nurses, housekeeping, Screeners; multi-skilled workers, Care Aide supervisor</li> <li>• Communications: Daily outbreak updates to staff, families and stakeholders; Public Notices; No Carpooling; Family Zoom meeting with CEO; Virtual family visits; Family Committee Meetings X 3; Board update;</li> <li>• Staff catering updated</li> <li>• <b>November 14 - Total Positive Residents 26; Total Positive Staff 10; Recovered Residents 0; Recovered Staff 13; Resident Deaths 5</b></li> </ul>
<p><b>WEEK FIVE</b> Nov 15-21</p>	<ul style="list-style-type: none"> <li>• Daily VCH/TL leadership team meetings to assess test results, staffing, PPE, communications and infection control; Food service (3x/day)</li> <li>• Testing: Staff and residents with symptoms; All staff and residents on one co-hort (Nov 19)</li> <li>• HR: Support service contractor on-site; VCH RCAs on-site?; multi-skilled workers; housekeeping; second staff break room; retroactive \$4/hour pandemic pay announced for staff</li> <li>• Wellness Committee</li> <li>• Communications: Daily outbreak updates to staff, families and stakeholders; Public Notices; Family Zoom meeting with CEO; Virtual visits; Family Committee Meetings X 3; Board update</li> <li>• <b>November 21 - Total Positive Residents 18; Total Positive Staff 11; Recovered Residents 9; Recovered Staff 19; Resident Deaths 9</b></li> </ul>
<p><b>WEEK SIX</b> Nov 22-28</p>	<ul style="list-style-type: none"> <li>• Daily VCH/TL leadership team meetings to review test results, staffing, PPE, communications and infection control; Food service (3x/day)</li> <li>• Testing: Staff and residents with symptoms</li> <li>• HR: Multi-skilled workers; housekeeping; nurses; care aides; Wellness Committee gifts</li> <li>• Communications: Daily outbreak updates to staff, families and stakeholders; Public Notices; Family Zoom meeting with CEO; Outbreak update; Virtual family visits; Family Committee Meetings X 3; Board update</li> <li>• <b>November 28 - Total Positive Residents 9; Total Positive Staff 10; Recovered Residents 18; Recovered Staff 27; Resident Deaths 12</b></li> <li>• <b>COVID-19 Outbreaks at 12 Vancouver long term care homes</b></li> <li>• <b>Enhanced COVID-19 surveillance at 7 Vancouver long term care homes</b></li> </ul>

# 2020 YEAR IN REVIEW: COVID-19 Outbreak

## Outbreak: November (Cont.)

**WEEK SEVEN**  
 Nov 29-  
 Dec 5

- Daily VCH/TL leadership team meeting; to assess test results, staffing, PPE, communications and infection control; Staff catering updated
- Testing: Staff and residents with symptoms; All staff and residents in one ward
- HR: Support services contractor on-site: Multi-skilled workers; nurses; VCH care aides re-deploy to other site ; Wellness Committee
- Last positive cases (Dec 2)
- Communications: Daily outbreak updates to staff, families and community stakeholders; Public Notice; Family Zoom update with CEO; Virtual family visits; Family Committee
- **December 5 - Total Positive Residents 6; Total Positive Staff 4; Recovered Residents 21; Recovered Staff 34; Resident Deaths 14**




Test kits at the ready for staff and residents with symptoms



MP Don Davies drops off supplies for health care heroes



**FAMILY ZOOM MEETING TONIGHT**



Thanks to family members and loved ones who participated in our weekly Zoom meeting this evening.

In addition to providing an update on the outbreak, our CEO David Hurford answered questions and provided contact information to arrange phone calls, Facetime and Zoom meetings with residents.

We are fortunate to receive messages of appreciation during these calls that help support the morale of our dedicated staff.

If you would like to send a message please [click here](#).

Families were invited to weekly Zoom meetings with the CEO to receive outbreak updates and ask questions

# 2020 YEAR IN REVIEW: COVID-19 Outbreak – December

The last positive COVID-19 test at the Care Centre occurred on December 2. Each passing day provided more hope the outbreak would soon end. Health Canada’s approval of the first COVID-19 vaccine suggested the end of the pandemic might be within sight.

Three Links continued to distribute daily outbreak updates to families, staff and community stakeholders. Weekly Zoom meetings for families with the CEO also continued. VCH maintained operational headquarters on site although their infection control presence declined as the situation stabilized and other care homes experienced large outbreaks.

VCH/TL leadership team continued to meet 2-3 times a week to review test results throughout the month, staffing, PPE, communications, infection control, vaccinations and holiday planning for residents. Testing continued on-site for staff and residents with symptoms.

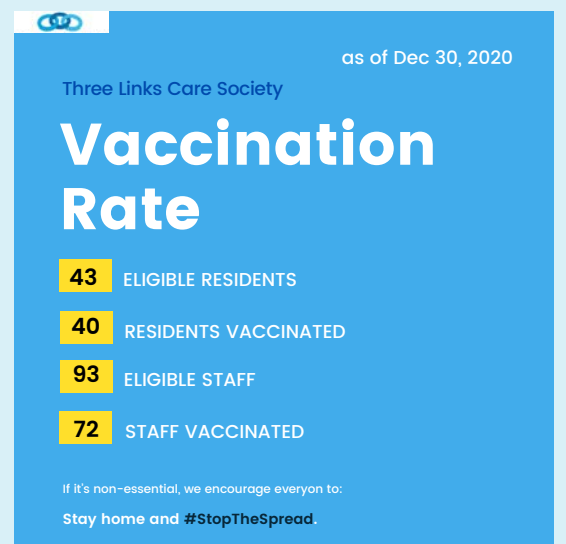
DATE	Positive Residents	Positive Staff	Recovered Residents	Recovered Staff	Resident Deaths
Dec 12	3	2	24	36	14
Dec 17	2	1	25	37	14
Dec 26	0	0	27	38	14

DEC 2	DEC 14	DEC 24	DEC 29	DEC 31
Last positive staff/resident positive test	First staff member vaccinated	First day with no residents or staff with COVID-19: 0	First Three Links resident vaccinated	VCH declared Three Links outbreak over

## COVID-19 Vaccination

Canada reached a critical milestone in its fight against COVID-19 with the authorization of the first COVID-19 vaccine on December 9.

Within two weeks, Three Links staff were lining up and organizing safety shuttles to get their first dose. By the end of the month, Three Links residents started receiving their first shots.



as of Dec 30, 2020

Three Links Care Society

### Vaccination Rate

- 43 ELIGIBLE RESIDENTS
- 40 RESIDENTS VACCINATED
- 93 ELIGIBLE STAFF
- 72 STAFF VACCINATED

If it's non-essential, we encourage everyone to:  
Stay home and #StopTheSpread.

# 2020 YEAR IN REVIEW: Community Support

Throughout 2020, and particularly during the outbreak, our Three Links team was overwhelmed by the support we received from our network of community partners. This encouragement means the world to us and it will be impossible to properly thank everyone who reached out.

## Thank You for your Support



THREE LINKS CARE SOCIETY



On October 19, the Three Links Care Centre became one of 200+ long term care homes in BC to have a COVID-19 outbreak in 2020. It continued until December 31.

Over this time, 14 beloved residents died from COVID-19. Seven passed away from other causes. If not for the actions of the Three Links team, the outbreak would have been worse.

Together, these health care heroes saved lives, not just during the outbreak but also in the months leading up to it by keeping COVID-19 away from the Care Centre for so long.

During our outbreak, we were supported by a strong network of community partners in the Renfrew-Collingwood neighbourhood - and beyond. They came to our aid when residents and staff needed it the most. We will never forget your generosity and want to thank you:

- MP Don Davies
- Health Minister Adrian Dix
- Vancouver Coastal Health Authority
- Safe Care BC
- Organika
- BC Care Providers
- Collingwood Neighbourhood House
- Mount Pleasant Neighborhood House
- Renfrew School
- Renfrew Collingwood Seniors Society
- Renfrew Park Community Centre
- Three Links Volunteers
- Family Advisory Committee
- Haro Park
- VCH Neurosciences Department
- BC Association of Community Response Networks

*For more examples of this great community spirit, check out [www.threelinks.com](http://www.threelinks.com).*



## 2020 YEAR IN REVIEW: Family Support

For the duration of the outbreak family members and loved ones of residents continuously sent powerful messages of support to the Three Links team fighting off COVID-19. Here are a few examples:

*"Thank you team Three Links for all you are doing. Cannot thank you enough."*

*"Our family cannot even find the words to express how much we appreciate Three Links staff in this difficult situation."*

*"The Minuk Family is very appreciative and sending much gratitude to all Three Links staff!"*

*"Thank you for your warrior hearts....we love you more than words can say for your strength, courage, and sacrifice."*

*"Our congratulations to all the staff for weathering this horrible time with such commitment and dedication."*

*"My family and siblings would like to extend our gratitude to each staff at Three Links. Your dedication and courage for coming to work to care for our loved ones is beyond measure."*

*"Thanks so much, stay strong !"*

*"My gratitude for everything you've done."*

*"My thanks and appreciation to all Three Linkers for their perseverance and courage during these exceptional times."*

*"Thanks so much everyone at Three Links."*

*My family really appreciates the sacrifice you are making every day."*

*"Our family wants to particularly salute the incredible dedication and professionalism of the 3- Links staff."*

*"I want to thank you so much for your kindness- it made me feel good to know you held his hand."*

*"It's a very challenging time for all of you. We can't thank you enough for what you all do."*

*"Thank you to all the lovely staff for all that you do for the residents, especially during this outbreak!"*

*"You're appreciated!"*

*"It gives us comfort and hope to be made aware with all the daily updates, thanks for keeping the communication and keeping us in the loop."*

# REMEMBRANCE

During the COVID-19 outbreak 21 beloved Three Links residents passed away—14 tested positive for COVID-19.

We will always remember them.

**Bruna Bartoli**  
**Teresa Clemente**  
**Frank Dillon**  
**Constantino DiStasio**  
**Geeta Duggal**  
**Theodore Friesen**  
**Vada Hendrickson**  
**Henry Chen**  
**Chow Ho**  
**Mun Loo**  
**Wing Ma**  
**Marjorie Matthews**  
**Ly Noithongkham**  
**Fook Poon**  
**Jose Romero**  
**Dinesh Samant**  
**Beverley Semenick**  
**Sin Shu**  
**Mike Simics**  
**Wai Woo**  
**Donald Young**

# 2020 YEAR IN REVIEW: Health Care Heroes



## THREE LINKS CARE SOCIETY

The Three Links Care Society's Board of Directors and Family Advisory Committee would like to express our gratitude to our health care, recreation, rehab, administrative and support services staff for their tireless dedication to the seniors and families we serve.

Your skill, dedication and good nature inspired us before COVID 19. The valour and courage you have demonstrated since have established a new category for hero status.

**Thank you!**

Thanks also to all health care and support service workers in our Renfrew-Collingwood neighbourhood, across BC, Canada and around the world for their selfless dedication to public service.



[www.threelinks.com](http://www.threelinks.com)

## 2020 YEAR IN REVIEW: Health Care Heroes – 2020 Long Service Awards

Recognizing and celebrating the amazing skill and dedication of Three Links staff and contractors has been a key element of our Strategic Plan over the past three years. This was never more important than in 2020. The following is a short summary of the amazing team members we recognized this year who were celebrating special anniversaries in 2020.



### **Faria, Director of Care** June 29, 2000 (20 years)

Utilizing her nursing background, Faria personifies the definition of dedication. Her outstanding collective contributions over the years and diligence to maintaining first-rate resident care make her invaluable to our Care Centre.

### **Aileen (RN)** August 9, 2011 (10 years)

Always professional Aileen's conscientious and thorough approach to her work result in effective resident focused outcomes. In all her duties Aileen remains patient and approachable with a thoroughness that is beyond compare.

### **Joefena (RN)** March 14, 2005 (15 years)

Sensitive to resident and staff needs Joefena takes pride in providing residents with quality care. Always available to new staff, she provides patient and thorough training. Joefena also keeps the nursing station clean and tidy!

### **Alejandra, Support Services (Dietary Aide)** September 16, 2000 (20 years)

With amazing attention to detail and a warm and pleasant manner, no request from residents is too big or too small. The extra effort she puts into her work is rewarded by residents' smiles.



**Antonia (RN)**  
November 29, 2000 (20 years)

As one of our very busy head nurses Antonia acts as a tireless advocate on residents' behalf. Her ability to connect and influence residents often results in residents choosing more positive outcomes.

**Roumiana (LPN)**  
October 12, 2010 (10 years)

Confident and detailed in her work Roumiana provides knowledgeable and compassionate care each and every day.

**Rene, Support Services (Cook)**  
June 21, 2005 (15 years)

Providing nutritious meals to 90 residents 3 times a day is no easy task. Committed to providing quality nutrition each day, Rene is most proud of his terrific soups. He also has a flair for making very fluffy cakes!

**Jerry, Support Services (Maintenance)**  
January 18, 2000 (20 years)

Jerry began his career at Three Links first as a cook, then working as a dietary aide, finally settling into his current role as maintenance manager. His friendly demeanor and willingness to always help make him a favourite of residents and staff alike.

**Vivien (RN)**  
June 21, 2005 (15 years)

Shows grace under pressure. When presented with challenges Vivien is very hands on, working thoughtfully to provide meaningful solutions on residents' behalf.

**Pina, Support Services (Laundry)**  
April 22, 2000 (21 years)

Always reliable, Pina can be counted on to do the job right. Her unsurpassed dedication to serving residents and attention to detail make her a valued part of our team.

**Miranda (RN)**  
March 21, 2005 (15 years)

We are lucky to have Miranda with her gentle patient manner working on our special unit. These qualities combined with her listening skills make her an ideal problem solver and confidant for our residents.

**Baljeet, Support Services (Housekeeping)**  
October 19, 2000 (20 years)

Understanding the importance of her role in protecting our seniors health, Baljeet sets high standards for herself. Always willing to go the extra mile her commitment and helpful attitude are an integral part of keeping our seniors safe.

**Paul (LPN)**  
June 21, 2005 (15 years)

Always unflappable, Paul can be counted on to be composed in any situation. His calm cooperative demeanor is essential to soothe residents during times of frustration.

# WHAT'S NEXT: Recovery and Renewal

While the COVID-19 outbreak officially ended December 30, its impact remains omnipresent in the Care Centre's operations. Notwithstanding Three Links' successful vaccination program, COVID-19 remains a clear and present threat to our staff and residents.

In the outbreak's aftermath, the Three Links Leadership Team designated 2021 as a **Year of Recovery and Renewal** and released a four phase work plan that concludes with an opportunity to renew the Three Links Strategic Plan later in 2021. Each phase will build on the previous one.

## GOALS: 2021 THREE LINKS RECOVERY AND RENEWAL PLAN

Promote wellness and quality of life for residents and team members

Recognize the skill and courage of our Three Links team

Properly grieve beloved residents that passed away during the outbreak

Strengthen best practices to prevent future outbreaks.

Provide all Three Links stakeholders with an opportunity to shape the Care Centre's future.



# WHAT'S NEXT: Recovery and Renewal

## PHASE ONE: Infection Control (January-February)

- Vancouver Coastal Health (PPE training, screening, staffing, infection control)
- Advocate for vaccine access and rapid testing
- Implement safe return of resident services (bathing, meals, social visits, recreation, art, music, and occupational therapy)
- Maintain ongoing communication with families
- Initiate various site improvements (elevator replacement, screening, break rooms, communication carts, hand-sanitization)
- PPE distribution, waste disposal, site animation
- Reconcile outbreak expenses with Vancouver Coastal Health to maintain financial stability

## PHASE TWO: Wellness & Engagement (March-April)

- Mental health and grief counselling
- Story-telling and experience sharing
- Safe return of resident services (spiritual care, podiatrist, dental hygienist, optometrist)
- Expand family access and social visits in association with evolving public health orders
- Initiate continuous quality improvement (CQI) review of pandemic and outbreak response
- Memorial planning and celebrations of life for residents who passed away during outbreak
- Team recognition and staff recruiting
- Complete transition of contracted recreation and rehab team members to Three Links staff

## PHASE THREE: Continuous Quality Improvement (May-August)

- Continuous quality improvement (CQI) review of pandemic and outbreak planning
- Reflect feedback from all stakeholders, strengthen infection control measures and inform Three Links strategic planning priorities
- Maintain enhanced infection control, wellness, engagement practices
- Organize team recognition events, tributes and resident memorial
- Renew recreation program, care model and site improvements in association with CQI review
- Care Centre elevator replacement

## PHASE FOUR: The Future (September-December)

- Maintain enhanced infection control, wellness, engagement and quality of life improvements
- Facilitate a strategic planning consultation with all stakeholders to shape the Care Centre's future development
- Organize special celebration events for staff, residents and families, along with a Thank You for community partners.
- Plan one-year memorials for residents lost during the outbreak.

# WHAT'S NEXT: Recovery and Renewal



6

April 2021

RENFREW COLLINGWOOD COMMUNITY NEWS

## Seniors care centre recovering from COVID-19 outbreak

by David Hurford

Like other provinces, B.C. long-term care homes, residents and staff have been hit hardest by CO-VID-19 and impacted most by the public health response.

To say COVID-19 has changed the future of long-term care in Canada and B.C. would be an un-derstatement. The experience has had an impact on everyone attached to the sector in different ways – and we know it is not over yet. COVID-19 is still a threat to our community. All care homes remain vulnerable, particularly in light of the asymptomatic nature of the virus and extended vaccine roll-out.

Since the outbreak concluded, the Three Links leadership team has assessed care centre operations and designated 2021 as a Year of Recovery and Renewal.

Specifically, the goals of the 2021 Three Links Recovery and Renewal Plan are:

- promote wellness and quality of life for resi-dents and team members
- recognize the skill and courage of

- our Three Links team
- properly grieve beloved residents that passed away during the outbreak
- strengthen best practices to prevent future outbreaks
- provide all Three Links stakeholders with an opportunity to shape the care centre's future

The plan features four phases and can conclude with the proposed renewal of the Three Links Strategic Plan later this year. Each phase will build on the previous one. The first phase started in January and focused on infection control. To prevent re-entry of the COVID-19, Three Links has:

- Adopted outbreak measures with VCH related to PPE training, screening and staffing
- Successfully advocated for vaccine access and rapid testing
- Implemented the safe return of resident ser-vices and social visits to promote quality of life
- Maintained ongoing communication with families



**A staff member administers rapid testing on site at Three Links.** Photo courtesy of Three Links Care Centre

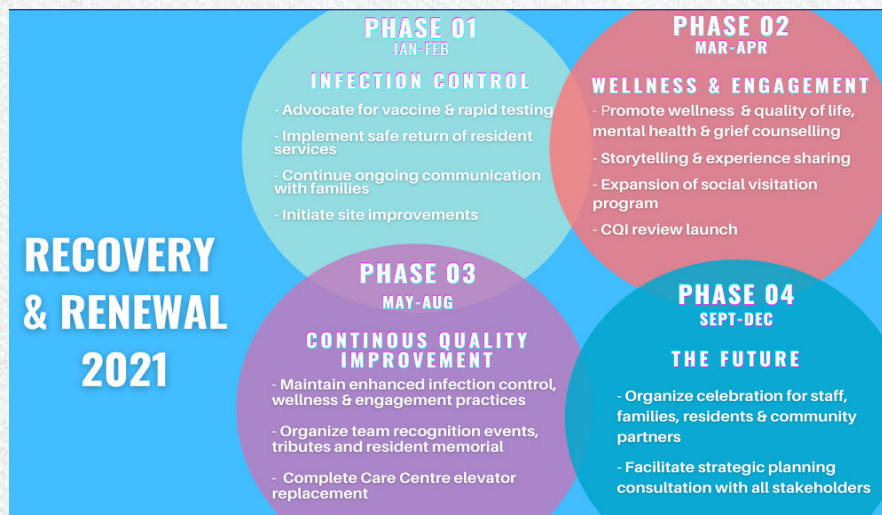
- Accelerated staff recruiting

Phase two of the plan is now underway. In addition to maintaining phase one infection control improvements, the Three Links Wellness Commit-tee and Family Advisory Council are implement-ing a series of measures focused on mental health, grief counselling, storytelling, experience sharing, team recognition and recruiting more staff.

In addition to trying to prevent an outbreak today, the 2021 Three Links Recovery and Renewal Plan will welcome feedback from

key stakeholders, promote continuous quality improvement and ensure a new Three Links strategic plan in the spirit of our courageous health care heroes and the beloved residents we lost in 2020.

Check out the full Three Links 2021 Recovery and Renewal Plan at [www.threelinks.com](http://www.threelinks.com).

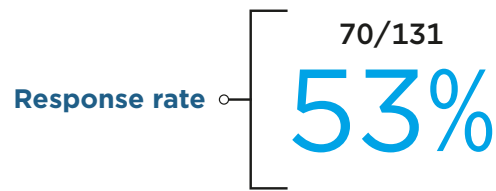




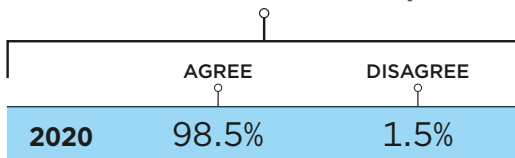
# **APPENDIX I: CQI Pandemic Surveys**

# APPENDIX I: CQI Pandemic Staff Survey

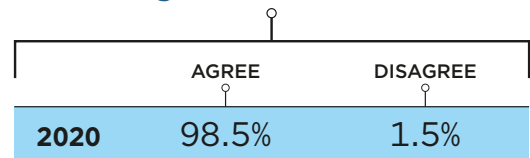
Following the COVID-19 outbreak, Three Links invited staff members to provide feedback on the Care Centre’s pandemic response and recovery plans.



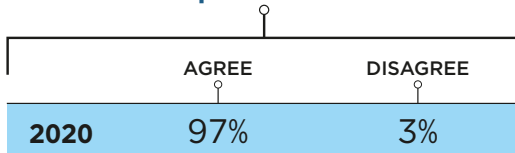
**Overall, I felt valued and supported during the COVID-19 outbreak response**



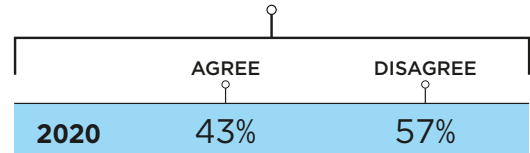
**Overall, I feel valued and supported following the COVID-19 outbreak**



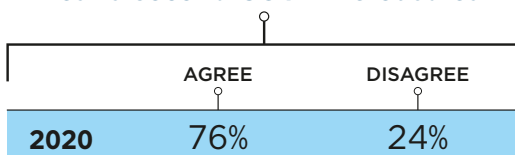
**Overall, I felt information and communications were easily accessible during the outbreak and post-outbreak**



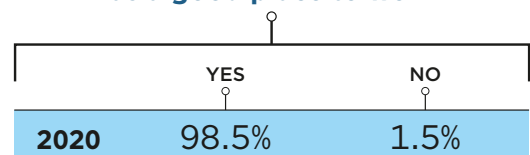
**I feel more stressed at work after the outbreak**



**I fear a second COVID 19 outbreak**

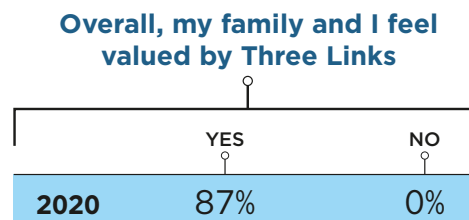
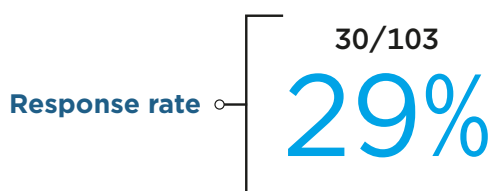


**Would you recommend Three Links as a good place to work**

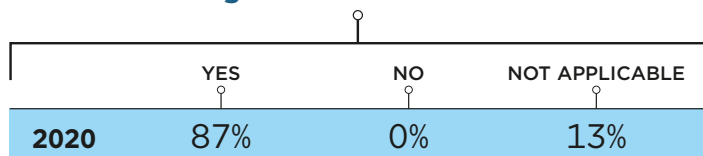


# APPENDIX I: CQI Pandemic Family Survey

Following the COVID-19 outbreak, Three Links invited family members to provide feedback on the Care Centre's pandemic response and recovery plans.

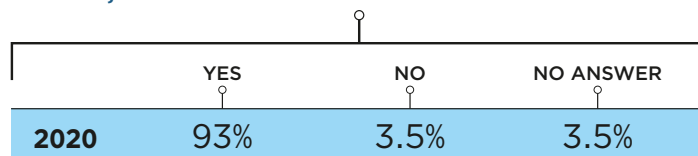


Overall, my family and I felt valued by Three Links during the COVID-19 outbreak

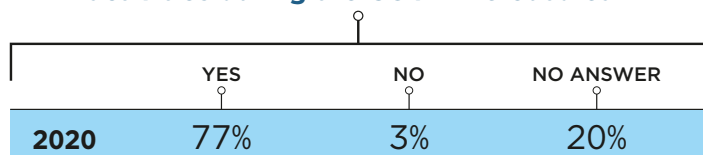


NOTE: Some respondents were family members of residents who moved in after the outbreak

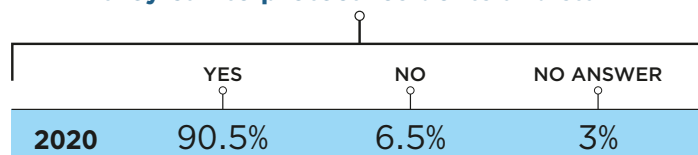
Overall, I feel informed about Care Centre activities



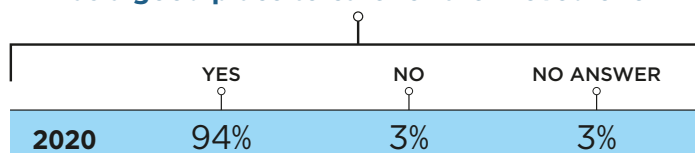
Overall, I feel informed about Care Centre activities during the COVID-19 outbreak



Overall, I feel Three Links is doing everything they can to protect residents and staff



Would you recommend Three Links to friends as a good place to care for their loved one



# **APPENDIX II:**

## **Financials**



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BDO Canada LLP  
600 Cathedral Place  
925 West Georgia Street  
Vancouver BC V6C 3L2 Canada

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## Independent Auditor's Report

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### To the Members of The Three Links Care Society

#### Opinion

We have audited the accompanying financial statements of The Three Links Care Society (the "Society"), which comprise the Statement of Financial Position as at March 31, 2020 and the Statements of Changes in Net Assets, Operations and Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2020, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of this report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

#### **Report on Other Legal and Regulatory Requirements**

As required by the Societies Act (British Columbia), we report that, in our opinion the accounting principles in Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

*BDO Canada LLP*

Chartered Professional Accountants

Vancouver, British Columbia  
July 2, 2020

**The Three Links Care Society**  
**Statement of Financial Position**

**March 31** 2020 2019

**Assets**

**Current**

Cash (Note 2)	\$ 2,324,175	\$ 1,910,815
Accounts receivable	73,125	104,660
Prepaid expenses	26,977	28,144
Temporary investments (Note 2)	-	119,064
	<b>2,424,277</b>	<b>2,162,683</b>

**Restricted cash (Notes 2 and 3)**

**592,524** 631,886

**Capital assets (Note 5)** 7,811,554 8,063,352

**Due from Odd Fellows Low Rental Housing Society (Note 10)** 106,386 72,353

**8,510,464** 8,767,591

**\$10,934,741** \$ 10,930,274

**Liabilities**

**Current**

Accounts payable and accrued liabilities	\$ 656,038	\$ 579,793
Deferred revenue	16,411	17,726
Sick leave and severance (Note 7)	75,128	69,111
Restricted VCH funding	62,432	75,865
	<b>810,009</b>	<b>742,495</b>

**Deferred contributions related to capital assets (Note 6)**

**4,480,266** 4,604,652

**Sick leave and severance (Note 7)** 367,526 409,179

**5,657,801** 5,756,326


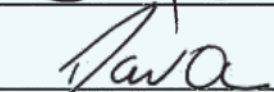
**Net Assets**

Invested in capital assets	3,374,023	3,458,697
Replacement reserve (Notes 3 and 11)	592,524	531,959
Internally restricted net assets (Note 3)	-	99,927
Unrestricted net assets	1,310,393	1,083,365
	<b>5,276,940</b>	<b>5,173,948</b>

**\$10,934,741** \$ 10,930,274

Subsequent Operations (Note 14)

Approved by the Board:

  
 \_\_\_\_\_ Director  
  
 \_\_\_\_\_ Director

The accompanying notes are an integral part of these financial statements

**The Three Links Care Society**  
**Statement of Changes in Net Assets**

**For the year ended March 31**

	Invested in Capital Assets	Replacement Reserve	Internally Restricted Net Assets	Unrestricted Net Assets	Total
<b>Balance, March 31, 2018</b>	\$ 2,918,656	\$ 470,425	\$ 99,927	\$ 1,681,825	\$ 5,170,833
Excess of revenue over expenses	-	-	-	91,894	91,894
Interest on replacement reserve	-	4,006	-	-	4,006
Amortization of capital assets	(511,236)	-	-	511,236	-
Amortization of deferred contributions	169,306	-	-	(169,306)	-
Repairs and replacements funded from replacement reserve	-	(5,904)	-	-	(5,904)
Interfund transfers	-	-	-	-	-
Capital additions	881,971	-	-	(881,971)	-
Transfer to replacement reserves (Note 11)	-	63,432	-	(63,432)	-
Remeasurement of sick leave and severance liability	-	-	-	(86,881)	(86,881)
<b>Balance, March 31, 2019</b>	3,458,697	531,959	99,927	1,083,365	5,173,948
Excess of revenue over expenses	-	-	-	71,617	71,617
Interest on replacement reserve	-	5,248	-	-	5,248
Amortization of capital assets	(495,805)	-	-	495,805	-
Amortization of deferred contributions	167,124	-	-	(167,124)	-
Repairs and replacements funded from replacement reserve	-	(8,115)	-	-	(8,115)
Interfund transfers	-	-	-	-	-
Capital additions	244,007	-	(99,927)	(144,080)	-
Transfer to replacement reserves (Note 11)	-	63,432	-	(63,432)	-
Remeasurement of sick leave and severance liability	-	-	-	34,242	34,242
<b>Balance, March 31, 2020</b>	\$ 3,374,023	\$ 592,524	\$ -	\$ 1,310,393	\$ 5,276,940



**The Three Links Care Society**  
**Statement of Operations**

For the year ended March 31	2020	2019
<b>Revenues</b>		
Health Authority Subsidy	\$ 6,128,262	\$ 5,781,139
User fees	1,675,433	1,641,705
Rental income	427,293	399,559
Amortization of deferred capital funding (Note 6)	167,124	169,306
BC Housing Subsidy	113,040	113,040
Other income	196,074	100,234
Interest	44,293	43,563
	<b>8,751,519</b>	<b>8,248,546</b>
<b>Expenses</b>		
Salaries and benefits (Notes 10, 12)	3,807,347	3,499,056
Purchased services	2,691,801	2,449,026
Amortization	495,805	511,236
Administrative expenses	384,233	401,252
Repairs and maintenance	320,688	359,721
Meals	352,289	319,889
Miscellaneous supplies	206,069	211,403
Utilities	201,593	184,568
Medical supplies	120,072	107,011
Property taxes	37,196	53,504
Audit	25,390	35,272
Waste removal	24,666	21,865
Association dues	12,753	2,829
Donation	-	20
	<b>8,679,902</b>	<b>8,156,652</b>
<b>Excess of revenue over expenses for the year</b>	<b>\$ 71,617</b>	<b>\$ 91,894</b>

The accompanying notes are an integral part of these financial statements

## The Three Links Care Society Statement of Cash Flows

For the year ended March 31	2020	2019
<b>Cash provided by (used for):</b>		
<b>Operating activities</b>		
Excess of revenues over expenses for the year	\$ 71,617	\$ 91,894
Repairs and maintenance funded from replacement reserve	(8,115)	(5,904)
Interest earned by replacement reserves	5,248	4,006
Items not involving cash		
Amortization of deferred capital grant	(167,124)	(169,306)
Amortization	495,805	511,236
	397,431	431,926
 <b>Changes in non-cash working capital items:</b>		
Accounts receivable	31,535	(47,763)
Prepaid expenses	1,167	(27,713)
Accounts payable and accrued liabilities	76,245	26,806
Deferred revenue	(1,315)	17,726
Sick leave and severance	(1,394)	29,206
Restricted VCH funding	(13,433)	38,440
	490,236	468,628
 <b>Investing activities</b>		
Advances to Odd Fellows Low Rental Housing Society	(34,033)	8,885
Restricted cash	39,362	(61,534)
Proceeds on redemption of temporary investments	119,064	986,938
Purchase of capital assets	(244,007)	(881,971)
	(119,614)	52,318
 <b>Financing activities</b>		
Deferred contributions received	42,738	-
	42,738	-
 <b>Change in cash during the year</b>	 413,360	 520,946
Cash, beginning of year	1,910,815	1,389,869
<b>Cash, end of year</b>	<b>\$ 2,324,175</b>	<b>\$ 1,910,815</b>

The accompanying notes are an integral part of these financial statements

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## The Three Links Care Society Notes to Financial Statements

March 31, 2020

---

### 1. Nature of Operations and Summary of Significant Accounting Policies

#### (a) Nature and Purpose of Organization

The Three Links Care Society (the "Society") was incorporated in April 1979 and is registered under the Societies Act (British Columbia). As the Society is a registered charity, it is not subject to income taxes under section 149 of the Income Tax Act.

The Society currently operates three projects as follows:

- (i) The Three Links Care Centre (the "Care Centre") is a 90 bed complex care facility operated pursuant to an operating agreement with the Vancouver Coastal Health Authority ("VCH").
- (ii) The Three Links Manor (the "Manor") is a 39 suite low income rental facility, operated pursuant to an operating agreement with the British Columbia Housing Management Commission ("BC Housing").
- (iii) The Three Links Houses (the "Houses") consist of 2 residential properties that are rented out to long-term tenants in order to generate revenue for the Society.

#### (b) Basis of Accounting

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations ("ASNPO").

#### (c) Basis of Presentation

The Society controls Odd Fellows Low Rental Housing Society ("Odd Fellows") (Note 10) by virtue of certain common management and a common board of directors. The Society does not consolidate controlled entities. The assets, liabilities, net assets and results of operations and cash flows of Odd Fellows are disclosed in Note 10 of these financial statements. Odd Fellows is not subject to income taxes under section 149 of the Income Tax Act.

#### (d) Use of Estimates

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Items subject to such estimates and assumptions include the recoverability of accounts receivable and the balance due from Odd Fellows, estimated useful lives of capital assets, completeness of accounts payable and accrued liabilities, and the valuation of the sick leave and severance liability.

Actual results could differ from management's best estimates as additional information becomes available in the future. The financial statements have, in management's opinion, been properly prepared using careful judgment within reasonable limits of materiality and within the framework of the accounting policies summarized below.

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**The Three Links Care Society**  
**Notes to Financial Statements**

**March 31, 2020**

---

**1. Nature of Operations and Summary of Significant Accounting Policies - Continued**

(e) Revenue Recognition

The Society follows the deferral method of accounting for contributions and subsidies. Restricted contributions and subsidies are recognized as revenue in the year in which the related expenses are incurred. Contributions and subsidies restricted for the purchase of property and equipment are amortized to revenue at the same rate as the related assets. Unrestricted contributions and subsidies are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Forgivable loans are, in effect, conditional grants and are also accounted for as restricted contributions.

Interest income is recognized as it accrues, in accordance with stated terms of each financial instrument.

User fees, rental income and other income are recognized once the related services have been rendered, provided that persuasive evidence of an arrangement exists, the price is fixed or determinable, and ultimate collection of the amounts is reasonably assured.

(f) Capital Assets

Capital assets are recorded at cost and are amortized as follows:

Building, expansion and daycare	-	straight-line basis over 40 years
Other depreciable assets	-	straight-line over 10-15 years
Land - leasehold interest	-	straight-line over 60 years
Land - leasehold improvements	-	straight-line up to 2041

(g) Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. All financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

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## The Three Links Care Society Notes to Financial Statements

March 31, 2020

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### 1. Nature of Operations and Summary of Significant Accounting Policies - Continued

#### (h) Contributed Services

The work of the Society is dependent on the effort of many volunteers. Because these services are not normally purchased by the Society and because of the difficulty in determining their fair value, donated services are not recognized in these financial statements.

#### (i) Sick Leave and Severance Liability

The Society follows the standards within Section 3462 and Section 3463 (Part II and III, respectively of the CPA Canada Handbook). The Society uses the immediate recognition approach to account for the cost of its sick leave and severance obligations. Any resulting gain or loss on the obligation is recorded directly against net assets.

The accrued benefit obligation for the sick leave and severance benefits is based on the most recent actuarial valuation report prepared for funding purposes which is based on independent annual actuarial estimates performed using the projected benefit method.

#### (j) Impairment of Long Lived Assets

Long-lived assets are tested for impairment whenever circumstances indicate that the service potential has declined. When events or circumstance indicate that the service potential has declined, the long-lived assets are written down based upon the loss of service potential and a related expense is recognized in the statement of operations. A long-lived asset taken completely out of use is written down to its residual value.

There were no write downs of long-lived assets in the year.

**The Three Links Care Society**  
**Notes to Financial Statements**

**March 31, 2020**

**2. Cash and Temporary Investments**

	2020	2019
Cash	\$ 2,916,699	\$ 2,542,701
Guaranteed Investment Certificate	-	119,064
	\$ 2,916,699	\$ 2,661,765

Cash and temporary investments are presented on the Statement of Financial Position as:

	2020	2019
Cash	\$ 2,324,175	\$ 1,910,815
Temporary investments	-	119,064
Restricted cash (Note 3)	592,524	631,886
	\$ 2,916,699	\$ 2,661,765

**3. Restricted Cash**

	2020	2019
Replacement reserve	\$ 592,524	\$ 531,959
Internally restricted funds	-	99,927
	\$ 592,524	\$ 631,886

Under the respective operating agreements of the Care Centre and the Manor with BC Housing the Society is required to maintain replacement reserves for future replacement of capital assets. The replacement reserve accounts are funded by an annual transfer from the operating funds. These funds together with accumulated interest must be held in separate bank accounts and/or invested in investments insured by the Canada Deposit Insurance Corporation or as may be approved by BC Housing.

The internally restricted funds are to cover future expenditures relating to improvements to property and equipment. The funds are not available for other purposes without the approval of the Board of Directors.

**The Three Links Care Society**  
**Notes to Financial Statements**

**March 31, 2020**

**2. Cash and Temporary Investments**

	2020	2019
Cash	\$ 2,916,699	\$ 2,542,701
Guaranteed Investment Certificate	-	119,064
	\$ 2,916,699	\$ 2,661,765

Cash and temporary investments are presented on the Statement of Financial Position as:

	2020	2019
Cash	\$ 2,324,175	\$ 1,910,815
Temporary investments	-	119,064
Restricted cash (Note 3)	592,524	631,886
	\$ 2,916,699	\$ 2,661,765

**3. Restricted Cash**

	2020	2019
Replacement reserve	\$ 592,524	\$ 531,959
Internally restricted funds	-	99,927
	\$ 592,524	\$ 631,886

Under the respective operating agreements of the Care Centre and the Manor with BC Housing the Society is required to maintain replacement reserves for future replacement of capital assets. The replacement reserve accounts are funded by an annual transfer from the operating funds. These funds together with accumulated interest must be held in separate bank accounts and/or invested in investments insured by the Canada Deposit Insurance Corporation or as may be approved by BC Housing.

The internally restricted funds are to cover future expenditures relating to improvements to property and equipment. The funds are not available for other purposes without the approval of the Board of Directors.

The Three Links Care Society  
Notes to Financial Statements

March 31, 2020

4. Economic Dependence

The Care Centre's main source of revenue is derived from funding provided by VCH. Therefore, its ability to continue viable operations is dependent upon maintaining its right to act as an authorized care facility.

One of the Manor's primary sources of historical capital funding was BC Housing, in the form of a forgivable loan. The Society's ability to continue viable operations of the Manor is dependent upon adhering to the BC Housing agreement referred to in Note 6.

5. Capital Assets

	Care Centre	Manor	Houses	Total 2020	Total 2019
Land	\$ 455,902	\$ -	\$ 302,124	\$ 758,026	\$ 758,026
Building	3,722,922	1,986,765	113,511	5,823,198	5,823,198
Land-leasehold interest	-	226,580	-	226,580	226,580
Land-leasehold improvements	-	2,009,547	-	2,009,547	2,009,547
Expansion	6,164,478	-	-	6,164,478	6,164,478
Daycare	306,374	-	-	306,374	306,374
Furniture and equipment	4,068,022	39,699	32,921	4,140,642	3,915,245
Computer	437,572	-	-	437,572	418,963
Appliances	-	-	818	818	818
Vehicles	100,016	-	-	100,016	100,016
Total Cost	15,255,286	4,262,591	449,374	19,967,251	19,723,245
Accumulated amortization	(9,543,511)	(2,500,900)	(111,286)	(12,155,697)	(11,659,893)
Net Book Value	\$ 5,711,775	\$ 1,761,691	\$ 338,088	\$ 7,811,554	\$ 8,063,352



## The Three Links Care Society Notes to Financial Statements

March 31, 2020

### 6. Deferred Contributions

	Care Centre	Manor	Total 2020	Total 2019
Balance, beginning of year	\$ 2,394,185	\$ 2,210,467	\$ 4,604,652	\$ 4,773,958
Contributions received	42,738	-	42,738	-
Amortization	(148,850)	(18,274)	(167,124)	(169,306)
<b>Balance, end of year</b>	<b>\$ 2,288,073</b>	<b>\$ 2,192,193</b>	<b>\$ 4,480,266</b>	<b>\$ 4,604,652</b>

Deferred capital funding represents grants and donations received towards the acquisition of capital assets. Such amounts are deferred and amortized to income on the same basis as the related capital assets are amortized.

In the 2009 fiscal year, the Society received a forgivable, interest free mortgage loan from BC Housing for the purpose of renovating the existing housing units at the Manor. The loan is secured by a mortgage charge over the Society's leasehold interest in the land and premises of the Manor.

Under the terms of the related operating agreement, the Society is required to operate these units under terms and conditions that are determined by BC Housing. Provided that the Society operates the Manor in accordance with these terms and conditions, the loan agreement provides that the principal will be forgiven in 22 equal increments on its 11th to 22nd anniversaries, which is May 1, 2020 through to April 30, 2041. Should the terms and conditions not be adhered to, the unforgiven principal balance, plus interest over the life of the loan at a rate of prime plus 2%, would be payable. As at March 31, 2020, management believes that all terms and conditions have been adhered to.

The unforgiven principal balance as at March 31, 2020 is \$2,009,547 (2019 \$2,009,547).

### 7. Sick Leave and Severance

Under the terms of the employer's union contracts, employees with ten years of service who have reached a certain age are entitled to receive special payments upon retirement (or other circumstances specified in the collective agreement). These payments are based upon accumulated sick leave credits and entitlements for each year of service. The liability for amounts which may become payable to retiring employees has been estimated by actuarial valuation as at March 31, 2020.

The Society's accrued benefit liabilities are reported as sick and severance liabilities, segregated between current and non-current as follows:

	2020	2019
Current portion	\$ 75,128	\$ 69,111
Non-current portion	367,526	409,179
<b>Accrued benefit obligation</b>	<b>\$ 442,654</b>	<b>\$ 478,290</b>

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## The Three Links Care Society Notes to Financial Statements

March 31, 2020

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### 8. Trust Funds

The Care Centre administers certain funds on behalf of the residents. These amounts are not reflected in the financial statements. The amounts held in trust as at March 31, 2020 are \$61,021 (2019 -\$69,523).

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### 9. Financial Instrument Risks

The Society, through its financial assets and liabilities, is exposed to various risks. The following analysis provides a measurement of those risks at March 31, 2020. There have not been any changes in these risks from the prior year.

(a) Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Financial instruments that potentially subject the Society to significant concentrations of credit risk consist primarily of cash, accounts receivable and restricted cash. At March 31, 2020, the Society cash deposits are held in established high credit quality financial institutions. The Society mitigates credit risk exposure related to its accounts receivable by requiring clients to pay user fees and rent at the beginning of each month.

(b) Liquidity Risk

Liquidity risk is the risk that the Society will not be able to meet its obligations as they fall due. The Society maintains adequate levels of working capital to ensure all its obligations can be met when they fall due. The Society is dependant on funding provided by VCH (denoted as "Health Authority Subsidy" on the Statement of Operations) as its primary source of revenue (Note 4).

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### 10. Related Party Transactions

The Society and the Odd Fellows Boards are made up of the same members and Odd Fellows contracts out their management services to the Society. For these management services, the Society charged fees in the current year of \$81,670 (2019 - \$72,353) to Odd Fellows. These management services are reflected in the Statement of Operations as a recovery of salaries and benefits. The transactions are recorded at the exchange amount, being the amount of consideration paid or received as established and agreed to by the related parties. As at March 31, 2020, the Society was owed \$106,386 from Odd Fellows. The amount is non-interest bearing, unsecured and has no specific terms of repayment.

## The Three Links Care Society Notes to Financial Statements

March 31, 2020

### 10. Related Party Transactions - Continued

The Odd Fellows financial statements have not been consolidated into the Society's financial statements. A financial summary of Odd Fellows as at March 31, 2020 and for the year then ended is included below. The financial summary presented below has neither been audited nor reviewed.

	2020	2019
	(unaudited)	(unaudited)
<b>Financial Position</b>		
Total assets (*)	\$ 193,231	\$ 279,650
Total liabilities	\$ 232,486	\$ 198,816
Total net assets (deficit)	(39,255)	80,834
	<u>\$ 193,231</u>	<u>\$ 279,650</u>
<b>Results of Operations</b>		
Total revenues	\$ 1,829	\$ 3,559
Total expenses	121,919	79,665
Deficiency of revenue under expenses	(120,090)	(76,106)
Net assets, beginning of year	80,835	156,941
Net assets, end of year	<u>\$ (39,255)</u>	<u>\$ 80,835</u>

\* Included in total assets is the net book value of land and buildings of \$134,226. During the year ended March 31, 2018, Odd Fellows turned the property over to a development company as part of a redevelopment project. Upon completion of the redevelopment, Odd Fellows will receive title back of the land and building. The carrying value of the property will be adjusted at that time.

	2020	2019
	(unaudited)	(unaudited)
<b>Statement of Cash Flows</b>		
Cash, beginning of year	\$ 145,425	\$ 91,353
Change in cash from operations	(120,090)	(76,106)
Change in cash from investing activities	33,670	134,670
Change in cash from financing activities	-	(4,492)
Cash, end of year	<u>\$ 59,005</u>	<u>\$ 145,425</u>

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**The Three Links Care Society**  
**Notes to Financial Statements**

**March 31, 2020**

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**11. Changes in Replacement Reserve Fund**

	Care Centre	Manor	Total 2020	Total 2019
Balance, April 1, 2019	\$ 285,648	\$ 246,310	\$ 531,959	\$ 470,425
Interest income	-	5,248	5,248	4,006
Current provision	10,488	52,944	63,432	63,432
Less:				
Replacement of equipment	-	(8,115)	(8,115)	(5,904)
Balance, March 31, 2020	<u>\$ 296,136</u>	<u>\$ 296,387</u>	<u>\$ 592,524</u>	<u>\$ 531,959</u>

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**12. Remuneration of Directors, Employees and Contractors**

The Societies Act (BC) (the "Act"), enacted on November 28, 2016, requires that the Society disclose the total remuneration paid to the Directors, either in their capacity as a director or for performing another role. The Act also requires the Society to disclose the total remuneration paid to employees or contractors, up to maximum of 10 individuals, where their individual remuneration is equal to or greater than \$75,000.

During the year, employees/contractors receiving remuneration in excess of \$75,000 was 10 or more (2019 - 10 or more). The remuneration paid to the 10 highest compensated individuals in the year was \$1,183,528 (2019 - \$1,103,463). The amounts paid to directors for acting in their noted capacity was \$Nil (2019 - \$Nil).

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**13. Municipal Pension Plan**

The Society contributes to the Municipal Pension Plan, a jointly trusted, multi-employer, defined benefit pension plan (the "Plan"), on behalf of 50 (2019 - 50) of its employees.

The Society has no direct role in administering the Plan. Additionally, the Plan records all assets and accrued obligations in aggregate. As a result, there is no consistent and reliable basis for allocating to the Society its share of the Plan's obligation, assets and cost. Therefore, the Society accounts for the Plan as a defined contribution plan.

Every three years, an actuarial valuation is performed to assess the financial position of the Plan. The most recent valuation was performed effective December 31, 2018 and indicated a \$2,866 million funding surplus for basic pension benefits.

The Society paid \$247,848 (2019 - \$243,050) for employer contributions to the Plan during the year.

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## The Three Links Care Society Notes to Financial Statements

March 31, 2020

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### 14. Subsequent Operations

On March 11, 2020 the World Health Organization declared the global health crisis known as 'COVID-19' a pandemic. The impact of this pandemic on the global and Canadian economies as at March 31, 2020 and in the subsequent period has been significant.

As a provider of health care services, the Society has been impacted through increased expenditures both just prior to and subsequent to year end. The impact on subsequent operations is currently in excess of \$120,000 of additional expenses. VCH has indicated some or all of these additional expenses will be funded in fiscal 2021, however, the Society has not accrued any amounts as receivable at March 31, 2020 as VCH has not committed to any specific amount or other terms of payment.

While management is not currently aware of any cases of infection amongst the Society's patients and tenants, an outbreak has the potential to have a vastly more significant impact on the Society's future operations. Given the dynamic and uncertain nature of this situation, the potential future financial impacts of an outbreak cannot be reasonably estimated at this time.

**APPENDIX III:  
2020 Resident Family  
Survey**

# APPENDIX III: 2020 Resident Family Survey

Do you feel welcome when you enter Three Links Care Centre?

ALWAYS  
**97%**

Would you recommend Three Links Care Centre to a family member or friend?

	YES	NO
<b>2020</b>	97%	3%
<b>2017</b>	100%	0%
<b>2015</b>	88%	12%

Overall, are you satisfied with the quality of care that the resident receives at Three Links Care Centre?

	YES	NO
<b>2020</b>	94%	6%
<b>2017</b>	100%	0%
<b>2015</b>	88%	12%

Does Three Links Care Centre seem clean and tidy?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	76%	24%	0%	0%	0%	0%
<b>2017</b>	85%	15%	0%	0%	0%	0%
<b>2015</b>	71%	29%	0%	0%	0%	0%

Do Three Links Care Centre staff make an effort to resolve your concern or problem in a timely manner?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	81%	16%	0%	0%	3%	0%
<b>2017</b>	80%	15%	0%	0%	5%	0%
<b>2015</b>	53%	35%	6%	0%	0%	6%

## APPENDIX III: 2020 Resident Family Survey

Are you satisfied with the safety and security of Three Links Care Centre?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	79%	18%	0%	0%	3%	-%
<b>2017</b>	78%	17%	0%	0%	5%	0%
<b>2015</b>	76%	24%	0%	0%	0%	0%

Overall, were you satisfied with Three Links Care Centre's admission process?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	78%	11%	0%	0%	11%	-%
<b>2017</b>	74%	7%	0%	4%	7%	7%
<b>2015</b>	69%	15%	8%	0%	0%	8%

Do Three Links Care Centre staff treat the resident with respect?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	73%	24%	0%	0%	3%	-%
<b>2017</b>	73%	10%	0%	0%	18%	0%
<b>2015</b>	67%	22%	0%	0%	11%	0%

Is there a Three Links Care Centre staff person available to help the resident if he or she needs assistance?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	55%	30%	0%	0%	15%	-%
<b>2017</b>	58%	18%	0%	0%	24%	0%
<b>2015</b>	39%	44%	0%	0%	17%	0%



### Does the resident receive the help he or she needs to eat at Three Links Care Centre?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	58%	15%	0%	0%	27%	-%
<b>2017</b>	47%	10%	0%	3%	28%	12%
<b>2015</b>	28%	39%	0%	3%	28%	12%

### Do you feel the activities provided at Three Links Care Centre add to the resident's quality of life?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	48%	42%	3%	0%	6%	-%
<b>2017</b>	46%	29%	2%	0%	17%	5%
<b>2015</b>	28%	39%	6%	0%	17%	11%

### Does Three Links Care Centre seem home-like?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	49%	42%	3%	3%	3%	-%
<b>2017</b>	45%	35%	3%	5%	5%	7%
<b>2015</b>	35%	53%	0%	12%	0%	0%

### Do Three Links Care Centre staff take the time to know the resident's likes and dislikes?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	37%	40%	3%	3%	17%	-%
<b>2017</b>	43%	35%	3%	0%	15%	5%
<b>2015</b>	39%	44%	0%	0%	17%	0%

## APPENDIX III: 2020 Resident Family Survey

Do Three Links Care Centre staff allow residents to do the things they want to do for themselves?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	52%	24%	0%	0%	24%	–%
<b>2017</b>	40%	20%	0%	3%	15%	22%
<b>2015</b>	33%	23%	0%	6%	22%	17%

Can the resident get the foods he or she likes at Three Links Care Centre?

	ALWAYS	SOMETIMES	HARDLY EVER	NEVER	DON'T KNOW	NOT APPLY
<b>2020</b>	24%	55%	9%	0%	12%	–%
<b>2017</b>	20%	28%	5%	8%	27%	12%
<b>2015</b>	17%	44%	6%	0%	28%	6%

Allied Services: Which of the following Three Links services are residents and family members accessing?

SERVICE	2015 SURVEY	2017 SURVEY	2020 SURVEY
<b>Music Therapy</b>	56%	45%	50%
<b>Social Work</b>	75%	53%	41%
<b>Volunteer</b>	44%	40%	39%
<b>Spiritual Care</b>	44%	23%	21%
<b>Dietician</b>	–%	–%	36%
<b>Art Therapy</b>	–%	–%	33%
<b>Rehab</b>	–%	–%	25%





LOVE 2020



THREE LINKS CARE SOCIETY



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