

UNITY

2021



THREE LINKS CARE SOCIETY

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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; Privacy
Officer*

Michelle Ivanusec,
*Director of Human
Resources*

MESSAGE FROM THREE LINKS BOARD OF DIRECTORS

On behalf of our Board of Directors, I am honoured to present the 2021 Annual Report of the Three Links Care Society.

As was the case in 2020, our organization has continued to face a series of unprecedented challenges associated with the global COVID-19 pandemic. To mitigate these impacts and respond to the new realities of long term care, our work over the past year has been guided by a two-year Recovery and Renewal plan.

Among other things, this year's report captures the series of actions we took to recover from the most significant crisis in our Society's history while also renewing our commitment to the Society's mission.

COVID-19 continues to challenge the person-centred care model. While the virus took the lives of 17 beloved residents, we know it would have been much worse if not for the skill, dedication and unity of our amazing team.

With this recap of another extraordinary and traumatic year, this Report includes our annual financial statements, a summary of our 2021 family and staff surveys and a look ahead to the second year of our Recovery and Renewal plan for 2022.

Yours Truly,

David Ower, *President, Three Links Care Society*

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%).**



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.

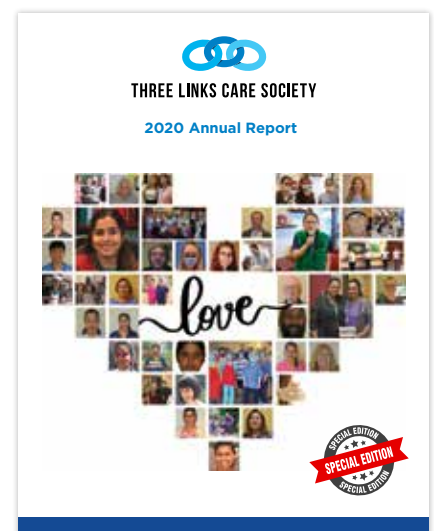
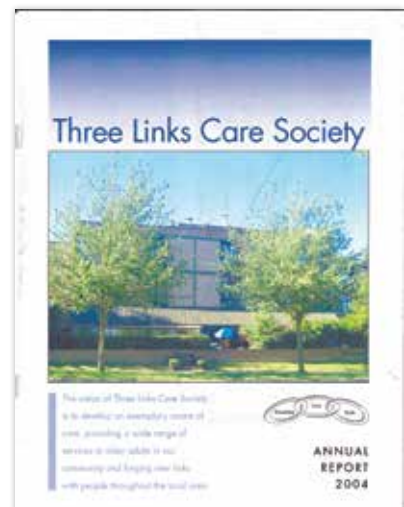
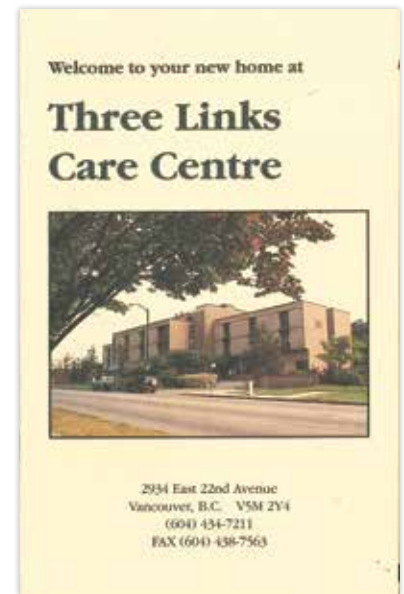
Three Links was established in 1979 as a response to the shortage of seniors housing in Vancouver's Renfrew community. Three Links established founding principles and set out to raise funds to construct a community care centre in the neighbourhood.

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 2021

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 2021, the Society received \$7.5 million 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 \$113,000 for seniors' supportive housing in 2021.

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.

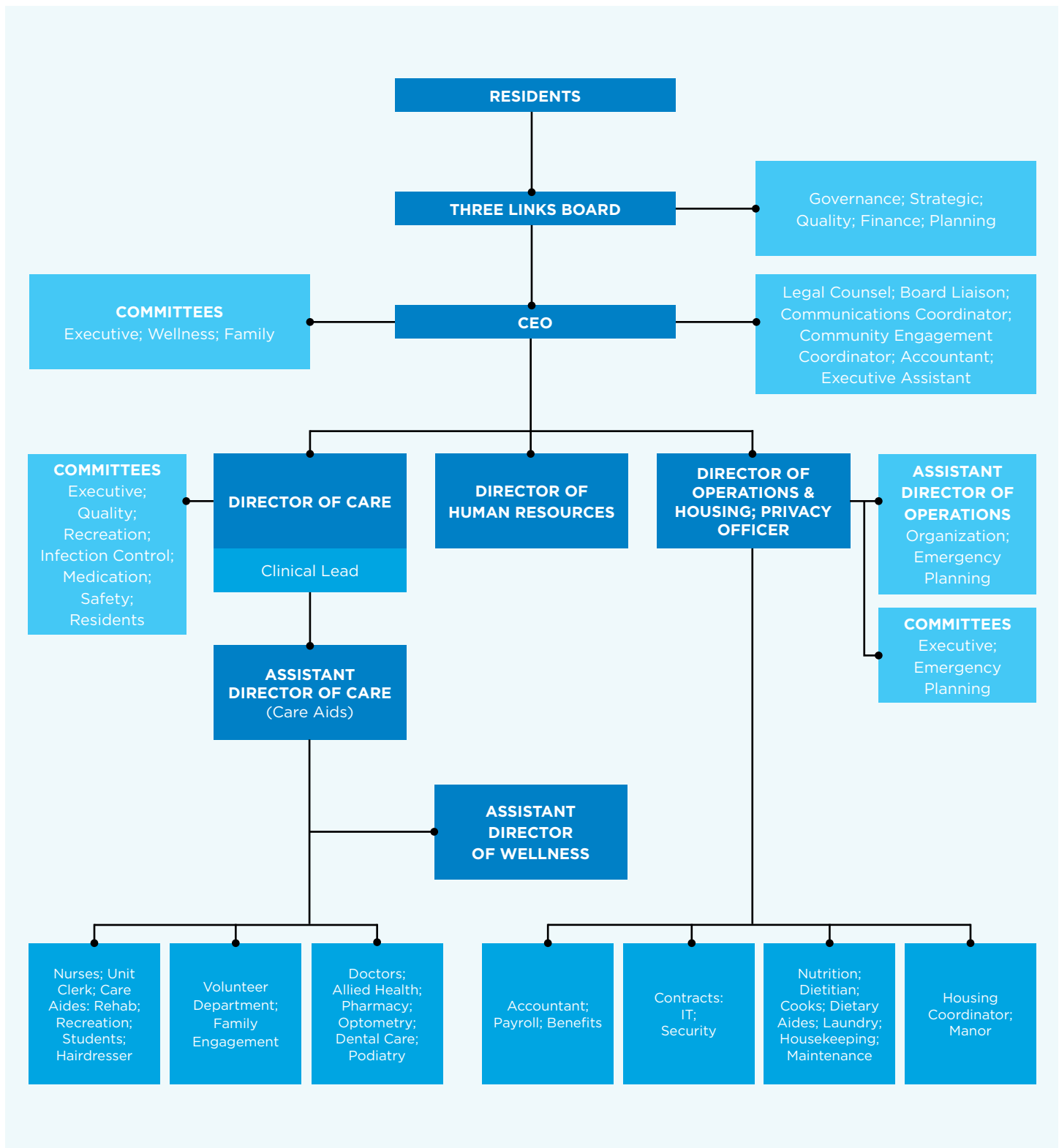
The Three Links Board is supported by an experienced management team responsible for day-to-day operations, ongoing consultation, community engagement and ensuring the Society achieves strategic goals. To provide the best services possible, the management team is supported by dedicated and professional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



Our Community and Neighbourhood Partners



THREE LINKS ORGANIZATION



2021 YEAR IN REVIEW: Recovery and Renewal • Introduction

While the COVID-19 outbreak officially ended December 30, 2020, 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

Strengthen best practices to prevent future outbreaks

Recognize the skill and courage of our Three Links team

Properly grieve beloved residents that passed away during the outbreak

Promote wellness and quality of life for residents and team members

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



2021 YEAR IN REVIEW: Recovery and Renewal

Infection Control

- 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
- Reconcile outbreak expenses with Vancouver Coastal Health to maintain financial stability

Wellness & Engagement

- Mental health and grief counselling
- Story-telling and experience sharing
- Safe return of resident services (hairstylist, 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

Continuous Quality Improvement

- 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
- Care Centre elevator replacement

The Future

- 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.



Memorial Garden for COVID-19 Victims: HELP WANTED

Three Links Care Society and Donohoe Living Landscapes are seeking your help to establish a Memorial Garden to commemorate the lives lost to COVID-19. To find out more about the project and how you can donate, visit www.threelinks.com.

2021 YEAR IN REVIEW: Recovery and Renewal • Statistics



3.39

**2021 HOURS OF DIRECT
CARE PER RESIDENT**



100%

**MY FAMILY AND I
FEEL VALUED AT
THREE LINKS**
(2021 FAMILY SURVEY)



98.5%

**I FEEL VALUED AND
SUPPORTED FOLLOWING
THE COVID-19
OUTBREAK**
(2021 STAFF SURVEY)



94.44%

RESIDENT BOOSTERS
(THIRD SHOT)



100%

**STAFF
FULLY VACCINATED**
(AT LEAST 2 DOSES FOR EVERY
STAFF MEMBER)



1,738

FAMILY VISITS



133

**FAMILY
E-NEWSLETTERS**



2,203

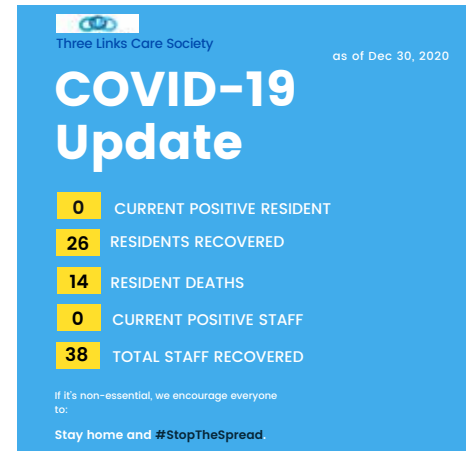
RAPID TESTS
(1588 STAFF AND 615 VISITORS)

2021 YEAR IN REVIEW: Recovery and Renewal • COVID-19

Like 2020, the past year has been dominated by COVID-19 and the public health system's infection control response. Our 2020 outbreak during COVID-19's second wave was declared over on December 31, 2020.

Despite two more waves and thanks to the amazing work of our Three Links team, it was more than one year before we had our next positive COVID-19 test. On December 18, 2021, Three Links became one of dozens of BC care homes to be hit by the fifth COVID-19 wave and the Omicron variant of the virus.

Throughout the year, and in association with the Recovery and Renewal Plan, Three Links leadership team continued to implement the infection control measures that were adopted in 2020.



VCH OUTBREAK RESPONSE: INFECTION CONTROL MEASURES



ENHANCED CLEANING

Increased cleaning frequency in high touch areas



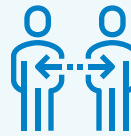
MONITORING

Screen staff, observe residents and test those with symptoms



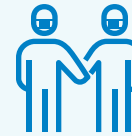
ISOLATION

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

Limited to one/two loved ones per resident

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.

EXECUTIVE	CEO	Director of Operations and Housing; Privacy Officer	Director of Care	Director of Human Resources
CARE	Medical Director	Clinical Lead	Assistant Directors (Care Aides & Wellness)	Family and Volunteer Coordinator
OPERATIONS	Accountant	Executive Assistant & Unit Clerk	Support Services	Communications Coordinator

2021 YEAR IN REVIEW: Recovery and Renewal • Chronology

- Care Centre COVID-19 outbreak declared over Dec 31 (Second Wave)
- Resumption of all bathing services and dining room re-opened
- Care Centre re-opened to social visits, art and occupational therapy

JANUARY



Staff Vaccination Program (January)

- Release of 2022 Work Plan: Recovery and Renewal
- Resumption of music therapy and hair-dressing services
- Eligible staff and residents receive 2nd vaccinations
- Vancouver Coastal Health approves Three Links application to be a COVID-19 rapid testing pilot project
- Staff and Resident Vaccination program (Second Dose)

FEBRUARY



Rapid Testing Program launched (February)

- Designated visitor vaccinations (First Dose)
- Three Links ends contracting out of recreation and therapy services

MARCH



Recreation and Rehabilitation transitions to Three Links staff (April)

- Pay increase extended for Three Links care aides
- Return of spiritual care services and designated visitation schedule
- Day of Remembrance for beloved residents who passed away during COVID-19 outbreak

APRIL

- Staff wellness, family and resident satisfaction surveys launched
- Three Links storytelling project launched. Staff tribute video project
- Memorial planning committee established with families of loved ones who passed away during COVID-19 outbreak
- Nurses Week Celebrations

MAY



Staff resident & family storytelling (May)

JUNE

- 2020 Annual Report published: Special edition with staff and family survey results.
- Support Services Month
- Heat Wave warnings and preparations
- Three Links Job Fair. 40+ care aides laid off by private contractor hired. Staff fully unified under one employer.
- MP Don Davies and MLA Adrian Dix visit Care Centre to pay tribute to staff and celebrate team unification
- All family visit restrictions lifted
- Memorial Garden Tribute plan announced. Go Fund Me campaign launched
- Staff and Resident Vaccination program (Second Dose)

JULY



Butterfly memorial for beloved residents (July)

AUGUST

- BC announces mandatory vaccination policy for all health care workers
- Fourth wave of COVID-19 begins
- Three Links residents vote in federal election
- Three Links recognizes National Day for Truth and Reconciliation

SEPTEMBER

- Three Links launched SURGE learning system to facilitate ongoing training and education opportunities for staff
- Third COVID-19 dose available to Three Links staff
- Allied health, recreation and rehabilitation staff recognition

OCTOBER

- BC reintroduces infection control policies and restrictions on unvaccinated family members
- 100% of Three Links staff fully vaccinated
- Third dose of COVID-19 vaccine approved for residents

NOVEMBER

DECEMBER

- Annual Three Links Food Drive and Holiday Hamper campaign launched
- Fifth COVID-19 wave accelerates as the Omicron variant
- Three Links team members test positive for COVID-19 (December 18)
- 2 more Three Links staff members test positive for COVID-19 in December



Delivered holiday gifts for local families in need (December)



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 implementing 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.



2021 YEAR IN REVIEW: Recovery and Renewal • Unity

In March 2021, the private company providing care aides to the Three Links Care Centre for the past 15 years announced a business decision to end their contract and lay off all the care aides on-site by the end of July 2021.

The private company had not been contracted by the Three Links Care Society since 2007 to provide a range of services, including accounting, recreation, rehabilitation and care aide staff.

The accounting service contract was discontinued in 2018 and Three Links provided notice to end the recreation and rehab contract in January 2021. Three Links took these important services back in-house.

In response to this traumatic lay-off announcement, the Three Links leadership team quickly reassured all care aides on-site of the Society's intention to continue working with them at Three Links Care Centre. This news was well-received and we started

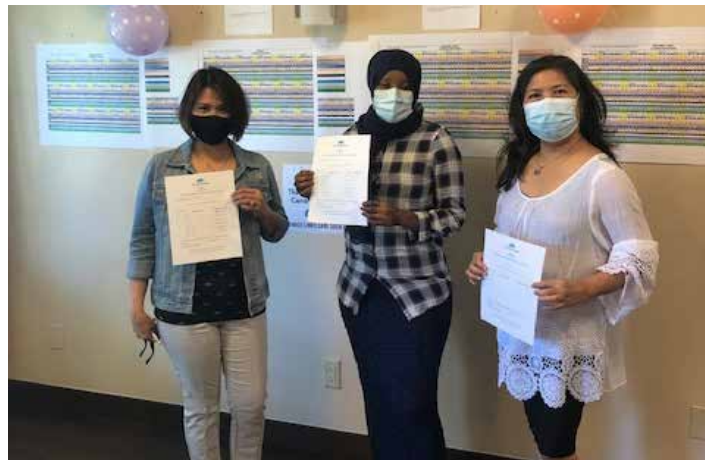
working closely with these health care heroes to fully unify our team.

In cooperation with the Hospital Employees Union, Health Employers Association and Vancouver Coastal Health we finalized a draft agreement to guide the transition and a new set of staffing rotations within three months of the lay-off notice.

In early July, an historic Job Fair was hosted with the HEU for all contracted care aides to apply for employment at Three Links, shape their own future and identify preferred work shifts.

Following the Job Fair, Three Links offered all the care aides employment based on their choices and established seniority. All 43 accepted!

We love all of the care aides working at the Care Centre and are honoured they chose to stay with us and create one unified Three Links team.



Care Aides attend the Three Links job fair (July)

With guidance from VCH scheduling experts, our Three Links team was guided by five (5) principles through the complex transition:

- **Inclusion:** Ongoing engagement with care aides and continuous quality improvement.
- **Focus on full time:** Move toward more full-time shifts.
- **Respect collective agreements:** Work closely with HEU throughout the process.
- **Care model:** Maintain cohort model for staffing adopted during the pandemic.
- **Smooth transition:** Minimize disruption for residents, families and staff during the transition while individual situations are responded to.

2021 YEAR IN REVIEW: Recovery and Renewal • Unity



Leadership team celebrates staff unity at care aide transition



Health Minister Adrian Dix

49

Care aides, recreation and therapy staff that decided to stay with Three Links after their employer laid them off (100%)

2022: WHAT'S NEXT? Recovery and Renewal II

In early 2022, facing down another large COVID-19 outbreak, the Three Links leadership team decided to extend our 2021 Recovery and Renewal Plan for another year.

Recognizing the extended impact of the COVID-19 pandemic on long term care and difficulties associated with three-year strategic planning during an immediate public health crisis, the 2022 Three Links Recovery and Renewal Plan builds on the important initiatives completed over the previous year and reflect suggestions from our professional team during a series of strategic planning sessions.

Working together, the measures we implement in 2022 will promote quality of life for residents, recognize the courage of our Three Links team and provide all Three Links stakeholders with an opportunity to shape the Care Centre's future.



Three Links leadership team meets to map out strategic plan



Home improvements resume for residents including a special mural project commissioned for second floor balcony.



Three Links purchased 80 portable air conditioning units to prepare for rising summer temperatures.



THREE LINKS RECOVERY & RENEWAL 2022

The goals of the 2022 Three Links Recovery and Renewal plan are:

- emergency planning
- renewing our commitment to quality person-centred care
- investing in our professional team
- continuous quality improvement



EMERGENCY PLANNING

In addition to presenting an ongoing threat to the community, COVID-19 has redefined how long term care homes respond to emergencies.

This can include earthquakes, heat waves, fire, flood and computer hacks. To support ongoing efforts to mitigate the risks associated with COVID-19 and these other threats, Three Links will focus on:

- collaboration with VCH on best infection control practices
- adopting public health measures (PPE training, screening, staffing)
- vaccine access and rapid testing
- capital investments in cyber security and HVAC systems
- ongoing communication with families and community partners
- reconcile pandemic and outbreak expenses with VCH to maintain financial stability
- redefine role of Emergency Planning Committee to integrate pandemic plans, define roles and responsibilities

QUALITY STAFF



In addition to slowing down the pace of change, new investments in team wellness, education, recognition and retention will be prioritized in collaboration with the Three Links Wellness Committee. Strategic investments will focus on:

- professional development program for all staff that includes paid time to complete required workplace harassment, privacy, elder abuse and violence prevention training
- create Safety Officer role to support the Care Centre's emergency planning and workplace safety committees
- calendar of special recognition events including Team Unity, long service awards and 40th Anniversary celebrations
- leadership coaching, mental health services and communications of existing benefit plans to maintain work/life balance
- story-telling and experience sharing
- complete COVID-19 memorial planning with families
- initiate staff wellness and satisfaction surveys
- hire more staff to reduce workload and establish care aide, support services and recreation 'float' positions to promote retention
- ongoing collaboration with HEU and BCNU
- develop a Three Links Human Resources Strategy to support current and future resident populations



THREE LINKS RECOVERY & RENEWAL 2022

QUALITY CARE



Over its four decades of providing care to seniors, Three Links has adopted a person-centered approach. This means the residents we serve seniors and their families are equal partners in planning, developing, and assessing care to improve quality of life for all. The pandemic has challenged our ability to always honor resident choice.

In response, Three Links will:

- increase direct care and allied care hours and investments
- maintain family access and social visits in association with evolving public health orders
- develop an easy-to-use tool to measure family visitation and volunteer engagement
- strategic capital investments in new mattresses, elevator improvements and portable air conditioners
- initiate family and resident surveys
- update Resident and Family Information Handbook
- re-establish our person-centred care goals with our Three Links team and implement an action plan to achieve these objectives that includes an Admission Committee and care plans that prevent harm and promote safety



CONTINUOUS QUALITY IMPROVEMENT

Three Links had historically embraced the principles of a continuous quality improvement (CQI). This was apparent in the aftermath of the Care Centre's 2020 COVID-19 outbreak and informed our 2021 Recovery and Renewal Plan. To support this CQI in 2022, Three Links will:

- prepare and implement a comprehensive education calendar for staff
- assess technology solutions to promote effective communication and infection control practices
- re-establish community engagement activities post-pandemic
- develop business plans to establish a social enterprise that supports the Three Links mission and access additional resources
- facilitate an asset review and strategic planning consultation with all stakeholders to shape the Care Centre's future development
- develop a comprehensive work plan to prepare for 2022/23 Accreditation Canada survey

APPENDIX I

Financials



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1100 Royal Centre
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Independent Auditor's Report

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, 2021, 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, 2021, 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 5, 2021

The Three Links Care Society

Statement of Financial Position

March 31 2021 2020

Assets

Current

Cash	\$ 1,269,744	\$ 2,324,175
Accounts receivable (Note 12)	801,402	73,125
Prepaid expenses	35,065	26,977
Due from Odd Fellows Low Rental Housing Society (Note 8)	386,839	-
	2,493,050	2,424,277

Restricted cash (Note 9)	655,575	592,524
Due from Odd Fellows Low Rental Housing Society (Note 8)	-	106,386
Capital assets (Note 3)	7,458,004	7,811,554

8,113,579 8,510,464

\$ 10,606,629 \$ 10,934,741

Liabilities

Current

Accounts payable and accrued liabilities	\$ 674,167	\$ 656,038
Deferred revenue	16,769	16,411
Sick leave and severance (Note 5)	78,312	75,128
Restricted funding	62,432	62,432
	831,680	810,009

Deferred contributions related to capital assets (Note 4)	4,222,654	4,480,266
Sick leave and severance (Note 5)	357,827	367,526

5,412,161 5,657,801

Net Assets

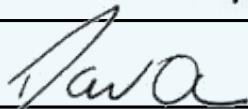
Invested in capital assets	3,235,349	3,374,023
Replacement reserve (Note 9)	655,575	592,524
Unrestricted net assets	1,303,544	1,310,393
	5,194,468	5,276,940

\$ 10,606,629 \$ 10,934,741

Approved by the Board:



Director



Director

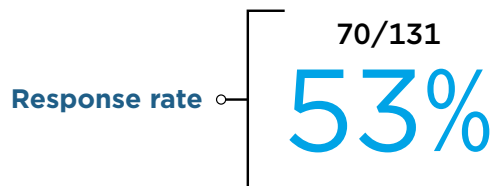
The accompanying notes are an integral part of these financial statements

APPENDIX II

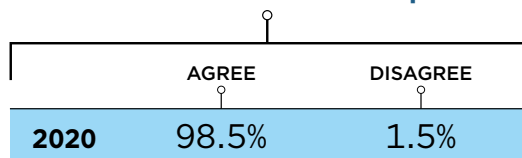
CQI Pandemic Surveys

APPENDIX II: CQI Pandemic Staff Survey

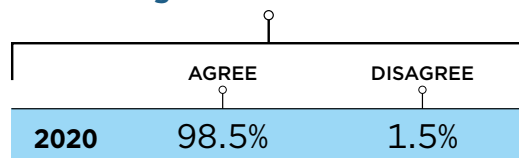
In Spring 2021 following the COVID-19 outbreak, Three Links invited staff members to provide feedback on the Care Centre's pandemic response and recovery plans.



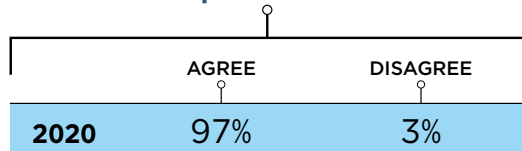
Overall, I felt valued and supported during the COVID-19 outbreak response



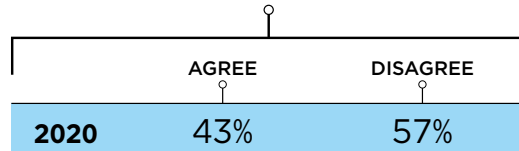
Overall, I feel valued and supported following the COVID-19 outbreak



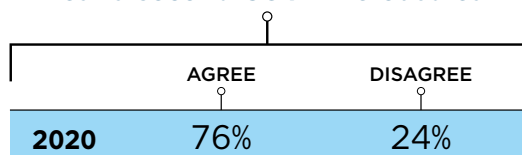
Overall, I felt information and communications were easily accessible during the outbreak and post-outbreak



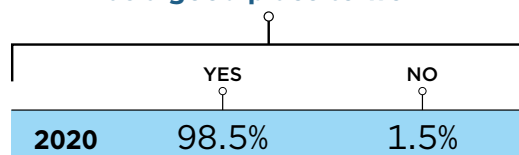
I feel more stressed at work after the outbreak



I fear a second COVID 19 outbreak

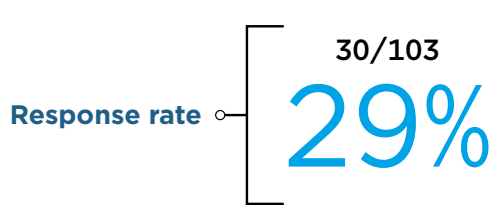


Would you recommend Three Links as a good place to work

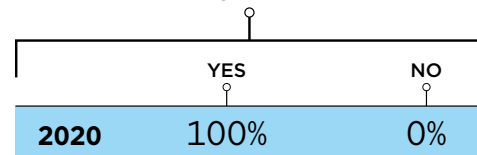


APPENDIX II: CQI Pandemic Family Survey

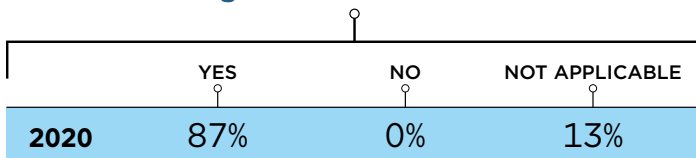
In Spring 2021 following the COVID-19 outbreak, Three Links invited family members to provide feedback on the Care Centre's pandemic response and recovery plans.



Overall, my family and I feel valued by Three Links

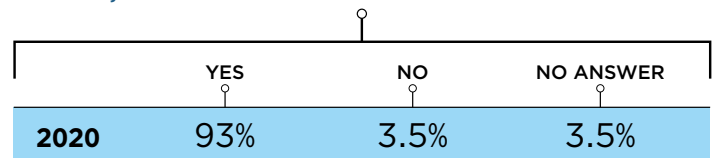


Overall, my family and I felt valued by Three Links during the COVID-19 outbreak

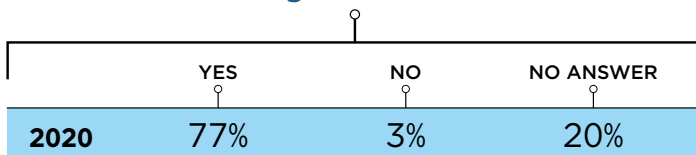


NOTE: Some respondents were family members of residents who moved in after the outbreak

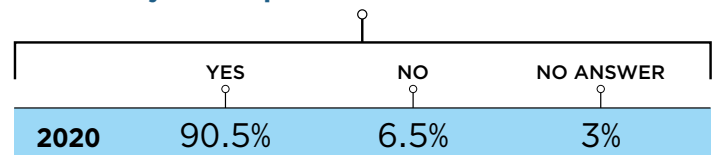
Overall, I feel informed about Care Centre activities



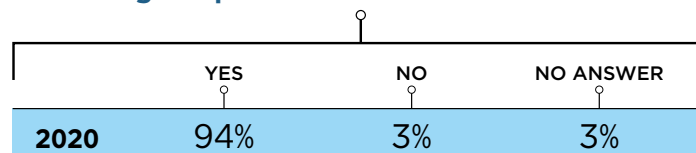
Overall, I feel informed about Care Centre activities during the COVID-19 outbreak



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





THREE LINKS CARE SOCIETY

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