Annual Report 2025/26

THREE LINKS CARE SOCIETY

Care. Community. Dignity.

2025/26

A year of resilience, progress and impact

3.38 HPRD achieved

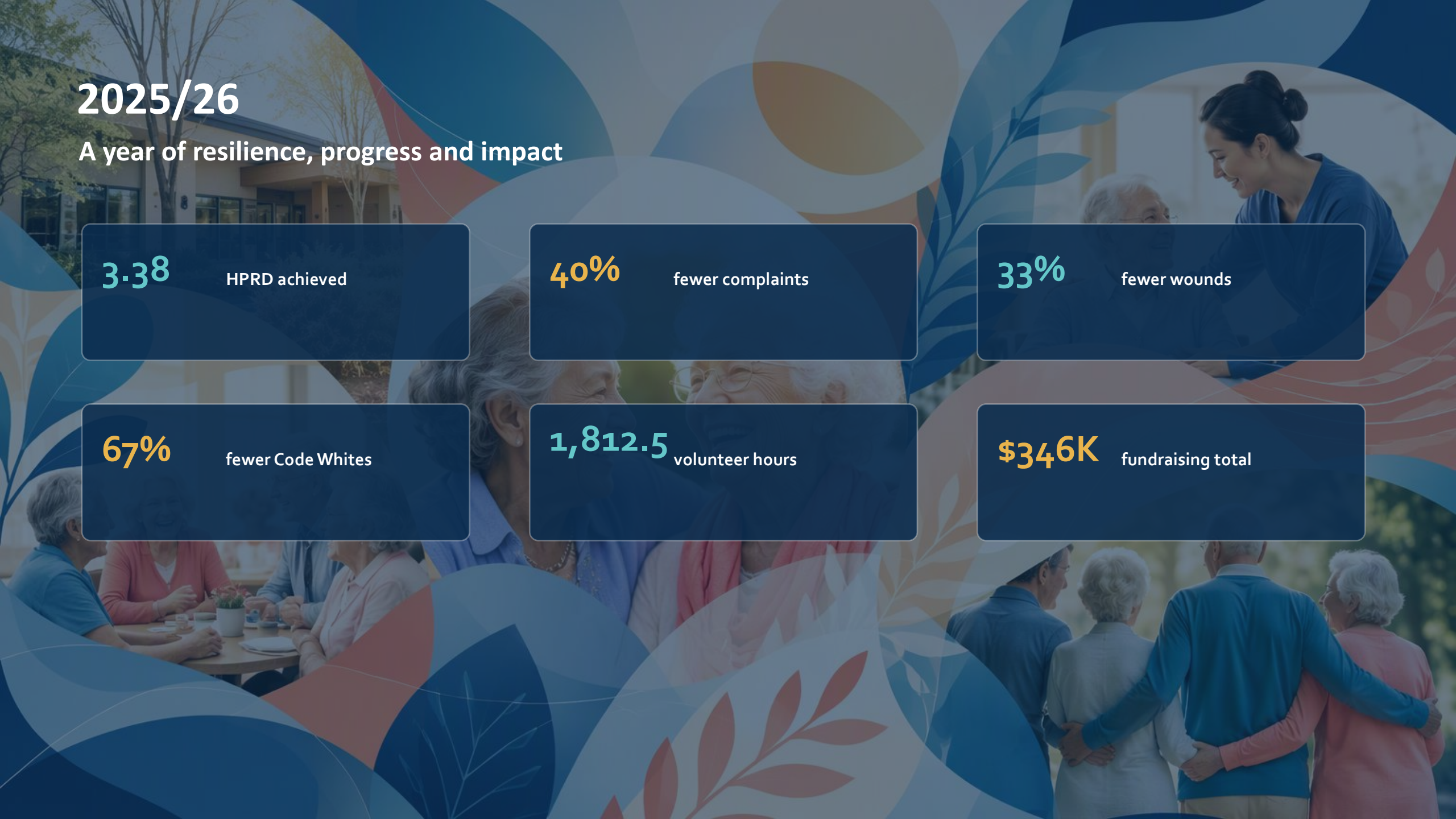
40% fewer complaints

33% fewer wounds

67% fewer Code Whites

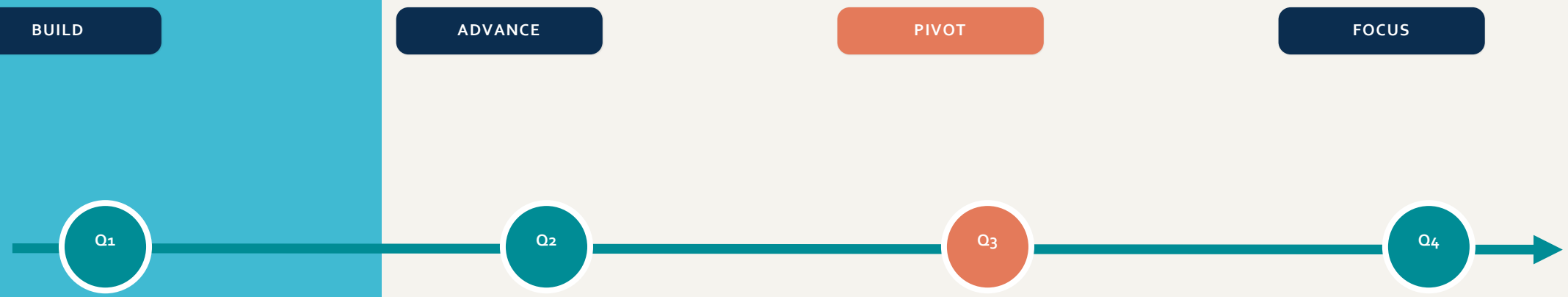
1,812.5 volunteer hours

$346K fundraising total



A year that demanded agility

We changed course quickly without losing sight of our mission.



Finance transition
Governance + accreditation
Merger due diligence

Technology rollout
Operational progress
Funding cuts announced

Overtime strategy
Advocacy + media
Financial monitoring

Strategic reset
Contingency planning
Strong year-end

The constant throughout: resident-centred care

Financially stronger, structurally exposed

A favourable year-end result does not eliminate long-term funding risk.

$281K
combined surplus

$493K
cash from operations

$3.83M
Total cash balance

$1.07M
net of liabilities + reserves

WHAT WENT WELL

- Expenses managed below budget
- $113K in unexpected VCH revenue
- Resident A/R reduced to about $17K
- All required remittances completed

WHAT REMAINS FRAGILE

- Overtime and agency funding ended
- Wage-leveling continuity uncertain
- Limited control over major care costs
- Material funder liabilities and restrictions

Care quality: progress and pressure

Strong gains in several outcomes, with clear priorities for improvement.

↓ 40%
complaints

↓ 33%
wounds

↓ 67%
Code Whites

↓ 8%
hospital admissions

WATCH CLOSELY

9
falls with injury
from 5

15
emergency transfers
from 10

28
staff safety incidents
from 22

3.38
annual HPRD
target met

Priority response: prevention • education • communication • data

A more connected care system

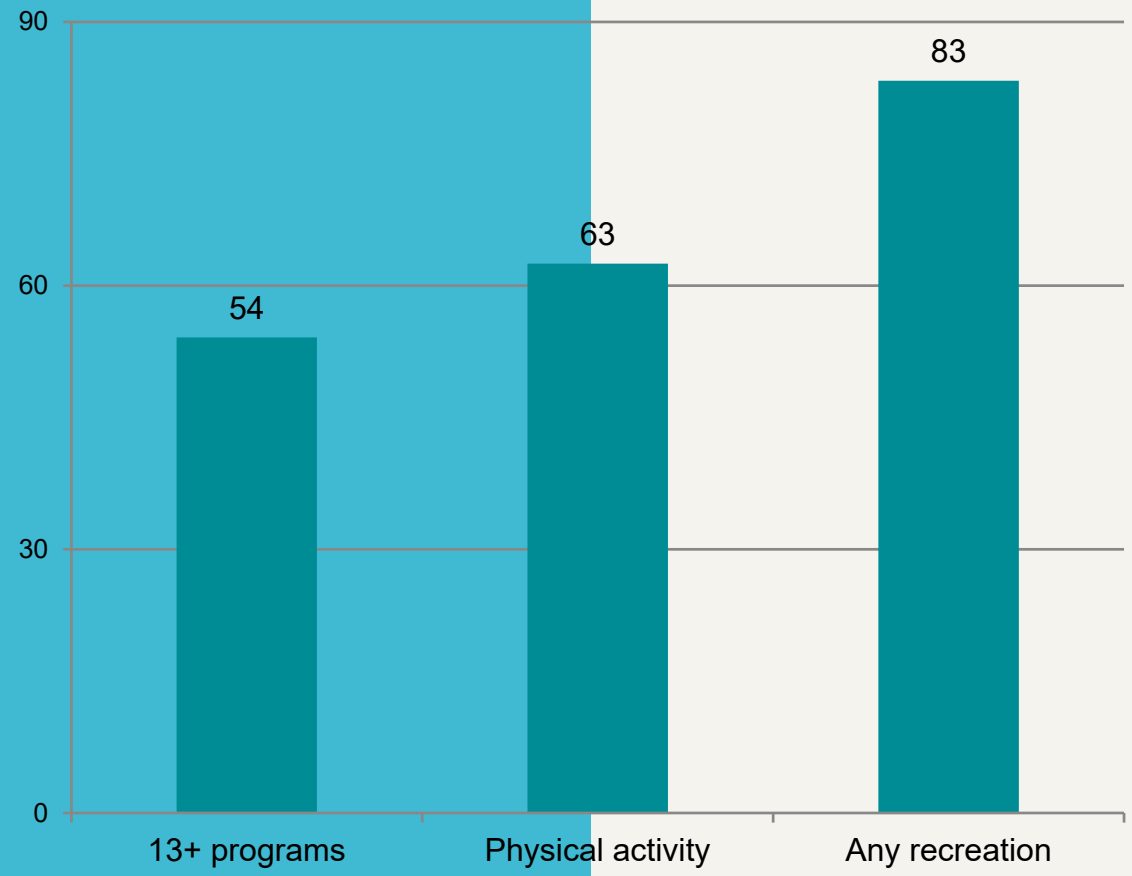
One digital pathway from assessment to action.

1. **PointClickCare & SleepSense**
   complete resident record
2. **eMAR *integrated***
   medication documentation
3. **Point of Care**
   front-line observations
4. **Skin + Wound *integrated***
   specialist collaboration
5. **MealSuite *integrated***
   individualized nutrition
6. **LTCF RAI**
   outcome measurement

Better information → faster coordination → stronger quality improvement

More ways to connect, move and belong

Participation increased across recreation and physical activity.



32

bus outings

1,812.5

volunteer hours

NEW + MEMORABLE

Lunch + Learn
Meditation Corner
Culture, art, food + music
Community outings + celebrations

Operational discipline created capacity

Efficiency, sustainability and resident experience moved forward together.

0
support services overtime

58
smart thermostats

$60K+
Energy grants & rebates received

$21K
revenue recovered from Rogers Contract alone

FOOD

Rational Combi Oven
Seasonal menus
MealSuite rollout

LAUNDRY

LUX ozone system
Programmable washer
Lower water + energy use

FACILITIES

Resident lounge upgrades
Pipe replacement
High-Speed Fibre readiness

QUALITY

UV cleaning audits
No inspection deficiencies
Emergency preparedness

Housing with purpose and a path to sustainability

The Manor continued to evolve while preserving affordability.

$469K

annual rental revenue

9 of 39

Moderate income residents

10 of 40

Seniors Supportive Housing participants

BUILDING + INFRASTRUCTURE

- Building assessment completed
- Fibre infrastructure upgraded
- Roofing repairs completed
- Major boiler-room repiping completed

COMMUNITY + WELL-BEING

- Recreation twice weekly
- Movie matinees + low-impact dance
- Gardening club + composting
- Bus trips + shared celebrations

Building internal capacity

Less reliance on agency staffing, more investment in our people.

28
casual hires

0.4%
agency share of care hours

0
agency hours after Q1

0
unresolved grievances

TRAIN

UFIRST + PIECES
Violence prevention
Emergency response

RECOGNIZE

20 + 25 year milestones
Staff appreciation
Positive labour dialogue

MODERNIZE

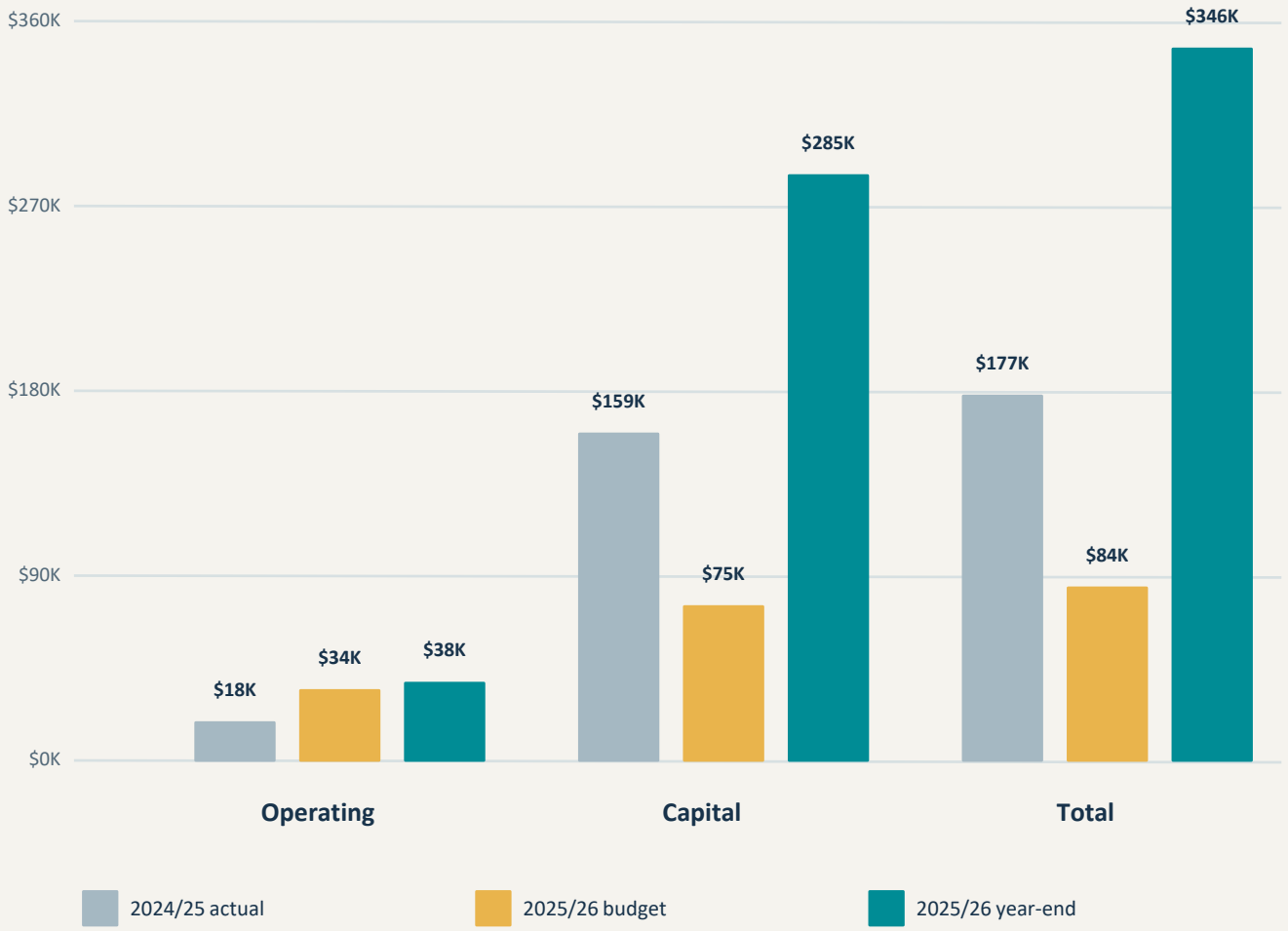
Online hiring package
Voicemail to email

PROTECT

Lift + sling education
Safe positioning
Respectful workplace

Fundraising accelerated

Committed year-end support significantly exceeded budget.



$346K year-end total

$217K above budget

Includes committed funds, rebates and BC Housing grants

Advocacy became mission-critical

When funding decisions affect care, speaking up is part of leadership.



ALIGN	ADVISE	ENGAGE	INFORM	AMPLIFY
Sector leaders + partners	Financial + Legal Advice	MLAs + Minister + VCH	Board + Staff + families + unions	Local + provincial + national media

Our message: stable, predictable, sustainable funding is essential for safe, dignified long-term care.

Governance translated strategy into readiness

The Board strengthened foundations while confronting immediate risk.

1

GOVERNANCE

External assessment
Updated orientation
Strategic Board calendar
Committee work plans

2

STRATEGY

Financial contingency roadmap
Highest + best use study
Potential merger exploration
Priorities reset

3

CAPACITY

Board education plan
Policy oversight
Emergency preparedness
4 new candidates selected

What comes next

2026/27 Annual Plan priorities

01

STRENGTHEN OUR PEOPLE

Orientation + performance evaluation
Leadership training in DEI + cultural sensitivity

02

BEAUTIFY OUR HOMES

Continue improvements to both buildings
Create welcoming spaces for residents + tenants

03

SUSTAINABLE FUNDING

Build on Individual and sectoral advocacy efforts

04

MODERNIZE RESPONSIBLY

Upgrade equipment + infrastructure
as needed or funded

05

SAVE ENERGY + COSTS

Prioritize investments that improve
efficiency and reduce operating costs

06

GROW FUNDRAISING

Consider a Board-level
“Campaign Cabinet” approach

07

STRENGTHEN GOVERNANCE

Support Board committees
as governance practices mature

A practical plan focused on people, care, stewardship, fundraising and governance.

STRATEGIC PRIORITIES

THREE LINKS CARE SOCIETY

To drive implementation efforts, three strategic priorities and key initiatives were identified for focused action over the next 36 months:

1. Cohesive Organizational Identity – Using data-informed decision-making, determine the appropriate strategic direction TLCS should pursue and develop a cohesive identity to achieve this direction.
2. Self-Determination – Develop and implement a financial surplus framework for long-term growth and sustainability.
3. Governance Growth – Ensure strategic alignment throughout the organization.

Strategic Plan

STRATEGIC PLAN GOAL 1 – COHESIVE ORGANIZATIONAL VISION & IDENTITY

We are working to strengthen and align our organizational direction to ensure clarity, consistency, and long-term impact.

Key Areas of Focus:

- Advancing organizational planning and strategic alignment
- Learning from sector leaders and best practices to inform decision-making
- Evaluating how our services and assets can best support future needs
- Continuing progress toward accreditation and quality standards

  This work ensures that our organization remains responsive, intentional, and aligned with the needs of the seniors and communities we serve.

Strategic Plan

STRATEGIC PLAN GOAL 2 – SELF-DETERMINATION (FINANCIAL SUSTAINABILITY)
We are committed to strengthening our financial sustainability to support long-term stability and growth.

Key Areas of Focus:
Improving operational efficiency and productivity
Investing in infrastructure and equipment that support energy savings and cost reduction
Implementing technology to enhance care delivery and organizational effectiveness
Expanding fundraising and other non-government revenue streams
Exploring funding opportunities to support capital and operational needs
These efforts help ensure that we can continue to provide high-quality care while adapting to a changing financial landscape

Strategic Plan

STRATEGIC PLAN GOAL 3 – GOVERNANCE GROWTH

Strong governance is essential to the success and accountability of our organization.

Key Areas of Focus:

- Strengthening Board knowledge, engagement, and effectiveness
- Enhancing governance practices, policies, and planning tools
- Aligning Board and committee work with strategic priorities
- Supporting ongoing Board development and succession planning

This work ensures that our governance structure remains strong, informed, and aligned with the organization's mission and future direction.

FINANCIAL OVERVIEW

Three Links Care Society remains committed to responsible financial stewardship while adapting to a changing funding environment.

Key Financial Approach

AREA	APPROAC H
Revenue	Based on stable funding with modest increases and ongoing support for core services.
Expenses	Reflect planned investments in staffing, programs, and operations.
Operations	Reflect planned investments in staffing, programs, and operations.

Financial Stewardship

Our financial planning is guided by sustainability, accountability, and a commitment to resident care.

Key Priorities

- Maintain responsible and balanced financial operations
- Invest in staffing, programs, and infrastructure
- Adapt to evolving funding environments
- Explore opportunities to strengthen long-term sustainability

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LOOKING AHEAD

Three Links Care Society remains focused on providing compassionate, seniors-centered care while continuing to strengthen our organization. Through thoughtful planning, strong governance, and investment in our people, we are building a sustainable future for the community we serve.

THANK YOU

Care, community and dignity.

THREE LINKS CARE SOCIETY

Residents + tenants • families • staff • volunteers
donors • Board members • partners • funders

Thank you for helping Three Links serve seniors today and build a stronger future.