

## **Our Mission**

To provide extended care services and facilities to meet the physical, spiritual, social, and emotional needs of seniors in a Christian environment.

## **Our Vision**

To preserve and improve the quality of life for seniors with Christian love.

## **Our Values**

#### **Fairness**

We are generous with each other; we are candid in our decisions; everyone in our Wing Kei family is treated equitably.

## **Integrity**

We trust each other to do what is right; we live our mission in our words and actions.

### Respect

We seek out, listen, and value each other's diverse ideas and opinions.

#### **Service**

We are compassionate with each other; we serve everyone.

#### **Teamwork**

We are accountable to one another; we work as an integrated team for the greater good.





#### Message from Vincent Leung, Board Chair



## Life Transformation

"Watch and pray so that you will not fall into temptation. The spirit is willing, but the body is weak."

(Matthew 26:41)

That was the conversation Jesus had with his disciples at Gethsemane reminding them not

to let their body (Flesh) prevail over the spirit (God).

As I looked back to my past years of work in Wing Kei since 1996, the year when the Association was incorporated and now facing the future of Wing Kei in developing the 3 acres site to accommodate seniors housing, I encountered struggles between what I desired to do versus what my heart told me to do. On one hand, my flesh told me that I was still capable while my conscience told me that I should slow down and turn over my role as the Board Chair to a new leader. The struggle of passing on the baton to the next runner was real.

1. First, I have worked well with a Board of dedicated members who served collectively well over the past number of years. I gained their respect and acceptance and Wing Kei has also earned its reputation from the community that we served. We had a humbled beginning with one site and one building that has grown into three separate sites with three buildings serving 320 seniors of supportive living and long term care as well as adult day program. Wing Kei has become the home of choice for many seniors who are in need of facility care. Wing Kei has grown into a brand of its own in the senior care industry.

2. Besides, I have also enjoyed the satisfaction of working in a non-compensatory capacity as the Board Chair. In my early career, I worked hard to bring income home and supported my family's needs, to pay bills and bring up children in extracurricular lessons and education. Now I am financially secured and retired and can take on a noble task of serving the seniors with growing status that comes with a sense of pride and accomplishment.

Both prestige and pride are temptations that took me away from serving God. The name Wing Kei means to glorify God. My self-gratification has replaced God. I am serving my own desire more than glorifying Him.

The passing of my wife in September 2022 was abrupt to me and my children that also served as a wakeup call that I am not invincible. I realized that life is a journey that I need to know my limits and search for my purpose in line with God. Now experiencing God and his teaching to his disciple to pray and watch that you will not fall into temptation, I need to return to Him.

3. So I prayed to my Lord what is next for me? The Holy Spirit has stirred my heart the need for new runners in the Wing Kei organization to continue its vision and mission. This will be my new role in the Wing Kei organization to search, cultivate and nurture new runners to take up the call. For this, I am grateful to our Lord that He called Dr. Harry Zhou to step into the new role as the new Board Chair of Wing Kei Care Centres in May 2023.

"Only one life, it will soon be past, only what's done for Christ will last."

#### Message from Kathy Tam, CEO



## A Renewed Promise

I have realized that throughout the intensity of the last three years of the COVID-19 pandemic that renewal is all around us, all the time, if we only take a moment to see it. This year was filled with moments of renewal with God's faithful guidance. Even

as we experienced shifts in our organization we continued to be blessed by a multitude of daily gestures that continuously replenished us.

Since Wing Kei's inception 18 years ago, we have relied on a knowledgeable, consistent leadership team. Two of our senior leaders, Walter Yu and Jane Tse are in new part-time roles that leverage their expertise and, thankfully, allow for their continued presence at Wing Kei. Walter is focusing on new opportunities and developments including Wing Kei Village and Jane's passion are serving our increased involvement in research and clinical development. With God's grace, Jenny Ip, Lily Fung, Peggy Chan, and Adrian Sun have assumed senior management positions and are expressing Wing Kei's values and culture through their interactions and decisions. Succession planning is vital as we look to the future. We are developing leaders who believe in our mission and infuse vitality to our organization.

I am so proud of our incredible Wing Kei team who once again achieved Exemplary Standing with Accreditation Canada. In December 2022, we participated in Accreditation Canada's brand new survey format which emphasizes the involvement of families as part of the care team. Partnering with families has always been our philosophy—we walk side-by-side to provide outstanding care for residents and know that the love we offer and receive from residents, families, and each other fuels our work.

As we look to the coming years we can already see glimpses of renewal. Vincent Leung will complete his term as Board Chair of Wing Kei's health care division. An original founder of Wing Kei, Vincent has devoted his energies to growing Wing Kei and has been tireless in advocating for seniors' care since 1996. We are thankful for his dedication and contributions. We are pleased to welcome Dr. Harry Zhou as the incoming Board Chair.

As plans for Wing Kei Village continue to solidify, we know that will be a place of renewal and energy. Wing Kei Village is a major financial commitment, which, coupled with workforce challenges in health care, make it a challenging project. But here is what we know: we have done it before and we will do it again. We rely on the Lord to guide us, step-bystep, no different than when we began Wing Kei in 2005.

Moments of renewal, they are all around us. And they are filled with hope and promise.

Even youths grow tired and weary, and young men stumble and fall, but those who hope in the Lord will renew their strength. They will soar on wings like eagles; they will run and not grow weary, they will walk and not be faint.

Isaiah 40: 30 - 31

## abundance in scarcity



Health care—and the health care workforce—has been inextricably altered since the onset of the COVID-19 pandemic. The physical, mental, and moral impact of the pandemic on health care workers has been immense. With pandemic precautions and limitations on visitation, the role of staff expanded from being caregivers to standing in for family members. Worry and anxiety became common, with staff concerned about bringing the virus into care centres or taking it home to their families. Workloads increased. And all the while, our incredible and dedicated team pledged to offer moments of joy to residents—and to each other—every day.

Today, the news is full of stories about shortages in the health care workforce. Applications and enrollment in some training and education programs have fallen substantially. Processes to recognize international qualifications is difficult and costly. Public perception of health care—and of continuing care more specifically—is tarnished. Solutions to this daunting challenge are being sought and acted on. Wing Kei participated in several forums to discuss solutions to the growing workforce challenges including an Alberta Association of Gerontology Think Tank, an Alberta Continuing Care Association conference, and an actions-oriented Christian Health Association of Alberta symposium.

Many recommendations and ideas emerged through these forums which, combined with Alberta Health's workforce strategy, will lead to long-term solutions to ensure a sustainable, knowledgeable health care workforce.

Wing Kei's efforts to cultivate a culture of teamwork and service have proven to be vital in the current climate. Despite the workforce challenges, many staff have joined the organization because of the environment and caring community Wing Kei cultivates. "We are purposeful in recruiting and retaining staff who believe in our mission and who live our values. We seek staff who have a calling to serve seniors and bring the best of themselves to work," says Peggy



Chan, Director of Hospitality. Always focused on solutions, Wing Kei has developed reciprocal relationships with training colleges and offers practicum placements to students who are studying to be Health Care Aides and Licenced Practical Nurses. Wing Kei also puts the time and resources into supporting, teaching, and mentoring people who are newly arrived to Canada and who wish to work in continuing care—this includes individuals who are qualified health care professionals in their homeland and whose qualifications are not yet recognized in Canada, as well as people who do not have a health care background but have a calling to serve. Wing Kei hopes to entice more new immigrants to join the team.

"There is an underlying belief in abundance that is present within Wing Kei even on days that are intense and unyielding," says Peggy. "It is this trust in abundance—and in God's provision for us—that confirms for us that while there are staff shortages throughout the health care system, we will find people whose values resonate with our own."



# power of a dedicated team



Following a three-day on-site survey in December 2022, Wing Kei received Exemplary Standing—the highest possible rating—from Accreditation Canada for excellence in providing high quality and safe care. Wing Kei has held Exemplary Standing in all its surveys since 2013

In their report, surveyors noted: "Wing Kei Care Centres is proud to provide compassionate resident and family centred care and services to its residents and families. The organization is acknowledged by the families as proactive and collaborates with Alberta Health Services and other community partners to meet the care needs of the residents. Wing Kei Care Centres has established itself as a recognized leader in the provision of seniors care in Calgary". (Accreditation Report 2023).

Accreditation Canada aims to continually improve the quality of health care services through evidence-

based standards. As part of their process, surveyors spent time at Wing Kei observing interactions and speaking with staff, residents, families, board members, volunteers, and community partners.



## OUR QUALITY INDICATORS

## Inappropriate Use of Antipsychotics

Wing Kei	6.5%	
Calgary Zone	21%	
Alberta	21.9%	
Canada	23.9%	

#### Less Pain

residents in care who experience pain:

Wing Kei	0.3%
Calgary Zone	5.3%
Alberta	7.2%
Canada	6.1%

#### Fewer Falls

residents in care who fell during CIHI's 30 day data collection period:

Wing Kei	10.4%
Calgary Zone	17.6%
Alberta	16.7%
Canada	16.4%

#### Above Average Scores

Our scores were on-par or above Provinicial & National averages on several health standards



"There is a consistent sense of pride and commitment to the organizational mission at all levels...
Wing Kei has succeeded in engaging residents and family members to participate in committees, councils, and other forums in order to provide input into the operation of its services".

**Accreditation Report 2023** 

## joyous homecoming



According to her son David, Lai Gin Quon's journey to live at Wing Kei involved winning two lotteries. "When we realized my mom would need assisted living nursing home care, we conducted extensive research," says David, noting that finding a home with a reputation of excellence in care and where his mom would feel an immediate sense of belonging was vital. "We were looking for a centre where our Chinese culture, language, and food would be honoured and celebrated." Lai Gin Quon moved into Wing Kei's Greenview Supportive Living Centre in 2015. "That was lottery win number one," says David with a grin.

Following a stroke and hospitalization in August 2022, Lai Gin Quon required long term care services and was unable to return home to Wing Kei's supportive living centre. She was instead



transferred to a long term care home not operated by Wing Kei. "The whole time she was at the other long term care centre my mom repeatedly said she wanted to go back home. What she meant was that she wanted to return to Wing Kei," says David. He placed her on the Wing Kei long term care wait list.

Their prayers were answered two months later when Lai Gin Quon was welcomed to Wing Kei Crescent Heights. "That was God's divine providence. Lottery win number two," says David.

At 89 years young, Lai Gin Quon is doing very well. Her family observes that she has regained her strength and is eating well. "We are at peace knowing Wing Kei is her perfect home and grateful for the entire Wing Kei team," says David.

## 2022 highlights

## \$615K PROJECT FUNDED

#### WING KEI'S PALLIATIVE & END-OF-LIFE CARE

**PROJECT** focusing on increasing the confidence and comfort of frontline caregivers to engage in culturally-responsive conversations with residents and families about palliative and end-of-life care was approved by Alberta Health Services



5 years - 21 staff 10 years - 19 staff 15 years - 3 staff

RENOVATIONS
COMPLETED at Wing Kei Crescent

Heights on schedule and on budget



#### FROM ACCREDITATION

**CANADA'S** three-day on-site survey in December 2022, the highest rating

EXTERNAL CERTIFICATE
OF RECOGNITION AUDIT

awarded 97% in August 2022



## Alberta Health Services INFECTION PREVENTION & CONTROL AUDIT

Greenview - June 2022

## Alberta Health ACCOMMODATION AUDIT

(UNANNOUNCED)

Greenview - August 2022

#### Alberta Health Services ENVIRONMENTAL HEALTH AUDIT

Crescent Heights -December 2022



85+
years old
{72.3%
of residents}

younger than 65

Female {70.1%} of residents

living with Dementia

{49.6%}

living with congestive Heart Failure

17% of residents

# honouring culture in care

In Fall 2022, Wing Kei received a twoyear \$615K provincial government grant to advance palliative and end-of-life care. Our project seeks to increase the comfort and confidence of continuing care staff and volunteers to engage in culturally conscious, sensitive, meaningful, and practical dialogue with residents and their families about palliative and end-of-life care. A key deliverable of the project is the creation of a practical, thought-provoking toolkit grounded in person and family centred care principles.

We are fortunate to be working very closely with experts at the University of Alberta and the University of Calgary on the project. Our long time collaborators, Bethany Care Society, also received a grant and are focusing their project on creating an interdisciplinary strategy to better integrate spiritual care into daily practice. Given the natural synergies between our two projects, our organizations have established a joint working group and expert advisory committee to help guide the projects. The expert advisory committee includes thought leaders from several sectors including health care, education, and innovation

"This is a transformative project that draws on Wing Kei's deep experience in offering culturally responsive, personcentred care," says Jane Tse, Director, Research and Clinical Advancements. The project is on track to meet its milestones, having completed an in-depth literature review, a broadspectrum staff and family survey, and a series of 18 culturally diverse focus groups with families, nursing and interdisciplinary staff, physicians, and volunteers from four different continuing care organizations and across seven sites. In addition, we conducted focus groups with Indigenous Elders and staff from the Aboriginal Friendship Centre and the Calgary Chinese Elderly Citizen Association.

"I learned so much from the focus groups, especially the sites where there was a multicultural staff and resident mix and those that have speciality and hospice units," says Jane.

Important themes that emerged through discovery and consultation:

Education and training for the frontline healthcare team is vital to increasing their comfort to initiate palliative and end-of-life conversations with residents and their families. This includes knowing what questions to ask and holding space for the emotions that come to the forefront during the conversations.

Open, honest, and clear communication between residents, families, staff, physicians, and volunteers is necessary to encourage self-awareness and to ensure a resident's wishes are understood. Families must also have access to education on palliative and end-of-life including the dying process and what happens once someone has passed.

Individualized care must be tailored to the resident's beliefs and wishes.

Residents, families, and staff must all learn about one another to foster trust and allow for emotional connections and care. It is important that no one—families or staff—make assumptions about what a resident might like because how people express their beliefs and values varies, even within cultures.

Interdisciplinary and culturally diverse teams are better able to support culturally responsive palliative and end-of-life care. A diverse staff compliment increases in cultural awareness and sensitivity and underscores an organization's willingness to serve and embrace residents from all cultures. Critically, staff must have a safe environment to debrief with their colleagues following difficult palliative and end-of-life conversations with residents and their families.

Creating the physical, emotional, and psychological space for palliative and end-of-life conversations and rituals is important to creating a sense of peace, openness, and comfort. This may include accessing external resources including cultural and religious groups as well as organizations who can assist with coordination and logistics.

With these important findings in hand, the research team will begin designing and piloting the toolkit to ensure the content is valuable and the methods of dissemination are accessible and user-friendly.



We have families that completely shut down when we talk about end-of-life care. But over time, with trust, some families allow the conversation. They start to open up, and are very appreciative that this topic is brought up.

Focus group participant, staff member

Everybody needs, wants and deserves to have their cultural ways and desires to be respected.

Focus group participant, family member

# redefining seniors' care

Wing Kei has always had a pulse on the evolving needs of seniors, growing from one centre to three in the short span of 13 years. The organization's desire to continue to meet seniors' needs is aligned with the provincial government's mandate to increase access to programs and services that enable seniors to live comfortably and with the greatest degree of autonomy. In discussion since 2017, Wing Kei Village will be such a place—an

intergenerational environment where seniors can age in place, even as their personal and health needs change.

Envisioned as a three-phase project, the first phase of Wing Kei Village will consist of 180 suites for residents requiring long-term care, hospice and senior care. The emphasis, as with all Wing Kei Care Centres, will be to provide high quality, safe, and culturally-responsive care for residents. Wing Kei Montessori, which already opened on the site of Wing Kei Village in 2020, plans to have a

second campus integrated on the main floor of the building. Emphasis will be on creating reciprocal and lasting relationships between residents and Montessori students.

The Wing Kei Village Development
Committee has been formed in 2022
to administer the development of the
three phases of Wing Kei Village, which
will include long term care and hospice
care, seniors' independent living
suites and mixed usage buildings for
professional offices, retail spaces, and
market housing. Combined with news
of a potential light rail transit station
penned at a nearby location, seniors
living at Wing Kei Village will be woven
into the fabric of their community, their
city, their home.

The entire development is on an eight-to-ten-year trajectory to completion. A groundbreaking is planned for Fall 2023 with the first phase move-in ready by 2025. Planning for the second phase is also underway with a grant and loan from the Canada Mortgage and Housing Corporation to conduct a feasibility study. Construction is estimated to begin soon after commissioning the first phase. The third and final phase will be completed at the start of the new decade.

Commissioning
Facility
Licensing
Admission
Q3 2025

Leadership Succession Plan Board/Senior Management Project Financing

Wing Kei Village Development Committee

Fund Development and Public Relations Project
Planning and
Construction

Capital Plan Human Capital & Compensation Committee

Human



## funding the future

Wing Kei Montessori, a day care operator, will be a tenant of the Wing Kei Village Phase One and will provide intergenerational programs and activities that will enhance the wellbeing of the senior residents. In addition, the day care will provide rent and service fees to Wing Kei Care Centres. This joint effort will supplement current fundraising activities including the Walk for Wing Kei and Charity Golf events, as well as donations from generous individuals, families and businesses.

To learn more about how you can contribute, please contact community@wingkei.org or 403.277.7433.

## financial statements

## Chinese Christian Wing Kei Nursing Home Association 華人基督教榮基護老會 Summary Statement of Financial Position 財務狀況簡報

As at December 31, 2022 and December 31, 2021 二零二二及二零二一年十二月三十一日

	31-Dec-22	31-Dec-21
ASSETS 資產		
Current assets 流動資產 Other long-term assets 其他流動資產 Tangible capital assets 固定資產	\$ 14,561,303 866,249 74,849,516	\$ 12,402,074 575,688 76,108,163
Total assets 總資產	\$ 90,277,068	\$ 89,085,925
LIABILITIES AND FUND BALANCES 負債及基金結餘		
Current liabilities 短期負債	\$ 4,311,720	\$ 4,366,069
Long-term liabilities 長期負債	23,963,693	25,027,591
Other long-term liabilities 其他長期負債	17,470,612	18,011,353
Fund balances 基金結餘	42,830,043	39,029,912
Reserve for capital maintenance expenditures 維修開支儲備資金	1,701,000	2,651,000
Total liabilities and fund balances 總負債及基金結餘	\$ 90,277,068	\$ 89,085,925

Note: A copy of the complete audited financial statements is available by writing to Finance Department, Wing Kei Care Centres, 1212 Centre Street NE, Calgary, AB T2E 2R4. This summarized financial information has been prepared in accordance with criteria developed by management. These criteria require management to ensure the summarized financial information 1) correctly reflects the content of the audited financial statements, 2) contains the necessary information and is at an appropriate level of aggregation, so as not to be misleading to the users of this information, and 3) adequately discloses these criteria.

備註:如欲取得完整的財務報告,請書面聯絡榮基財務部 (1212 Centre Street NE, Calgary, AB T2E 2R4)。此財務簡報是根據護老會管理層所定的準則預備。準則要求管理層確保財務簡報 1)正確反映經審核財務報告的內容,2)提供合適及非誤導性的財務信息,及3)適當地公開所定的準則。

## financial statements

Chinese Christian Wing Kei Nursing Home Association 華人基督教榮基護老會
Summary Statement of Operations and Changes in Fund Balances 營運簡報與基金結餘變動簡報

	31-Dec-22	31-Dec-21
REVENUE 收入		
Government operating grants 政府營運資助	\$ 25,804,487	\$ 24,634,525
Resident fees 住客租金	7,391,402	7,376,085
Donations & fundraising events (net) 募捐及籌款活動 (淨值)	608,388	547,219
Other 其他	1,669,086	1,341,587
	35,473,363	33,899,416
EXPENSES 支出		
Salaries and benefits 員工薪金及福利	24,266,045	23,263,968
Supplies and services 供應品及服務費用	2,723,162	2,619,790
Mortgage interest and bank charges 貸款利息及銀行費用	1,003,240	1,040,533
Utilities 水電費用	982,055	860,717
Other 其他	594,420	554,117
Amortization 折舊	3,054,310	3,018,078
	32,623,232	31,357,203
Excess of revenue over expenses 年度盈餘	2,850,131	2,542,213
Fund balance, beginning of year 資金結餘, 年初	41,680,912	39,138,699
Fund balance, end of year 資金結餘, 年末	\$ 44,531,043	\$ 41,680,912

## board of directors



Vincent Leung Chair



**Philip Chang** Vice Chair



Daniel Cheng Treasurer



Chiu Chow Director



**Theodore Fong**Secretary



Rene Ho Director



**Clara Tsang** Director



**Harry Zhou** Director

#### Welcome Theodore Fong, new board member

Theodore Fong was appointed to the Wing Kei Board of Directors in May 2022. He brings a wealth of experience in corporate commercial litigation, regulatory compliance matters, and employment law, first practicing at a national law firm before joining a federal regulator as senior legal counsel. He is a member of the Calgary Chinese Alliance Church, where he previously served on the Board of Elders and is now a member of a legal committee. Since joining the Wing Kei Board, Theodore has been serving as Corporate Secretary and is a member of the Executive and Human Capital and Compensation Committees.

"It is a distinct privilege and blessing to serve on Wing Kei's Board of Directors during this transformational period as the organization seeks to expand and strengthen its capacity to serve our local community, while deepening its partnerships with stakeholders," says Theodore. "Wing Kei holds a special place in my heart: my late grandmother called Wing Kei home in the last few years of her life, during which time I witnessed firsthand the organization's commitment to exemplary care and professionalism. Along with the rest of the Wing Kei team, I look forward to building towards the future in faith, hope and love."





## leadership team

Kathy Tam
Chief Executive
Officer

**Adrian Sun**Director of Facilities

Marina To Acting CFO

Jane Tse Director of Research and Clinical Advancements **Jenny Ip**Director of Care

**Lily Fung** Director of Care

**Peggy Chan**Director of
Hospitality

Walter Yu
Director of Business
Development

**Kay Lam** Clinical Manager **Evelyn Ma**Clinical Manage

**My Linh Lam** Clinical Manager **Jingling Gu** Clinical Manage

Hong Mao Clinical Manage

Manager of Finance





Wing Kei Crescent Heights

1212 Centre Street NE Calgary, Alberta T2E 2R4 403.277.7433 Wing Kei Greenview

307 35 Avenue NE Calgary, Alberta T2E 7Y6 403.520.0400 Wing Kei Village

4120 Centre Street NE Calgary, Alberta T2E 2Y7 403.769.1649

