



Wing Kei
Care Centres
Report to the
Community
2021

rays OF
hope

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.



United in God, embraced in love

An introduction to Wing Kei's new brand

Over the past few years, the Wing Kei community was engaged in conversation to inspire a new brand for our organization, to reflect how we have grown and evolved by remaining focused in our mission of service. The result is centred on a vibrant symbol that beautifully expresses who we are, deep in our spirit.

Love, harmony, and connection flow into and out from the cross at the core of our logo; an expression of God's promise to be by our side always. The hearts are our collective arms, in service to residents and each other, always offering moments of joy. We are grateful for our vibrant Wing Kei family who lifts us up to live our mission with devotion, courage, and unity.



Message from Vincent Leung, Board Chair

One voice and one action plan with COVID

Since March 2020 when the World Health Organization declared the coronavirus outbreak a global pandemic, we as a nation have gone through challenging times and experienced surges in outbreaks and fatalities particularly in the long term care facilities. Most recently, the Omicron and new variants were more contagious, caused more infected seniors and added pressure on staff scheduling as more staff are infected and reported absent from work.

Wing Kei Team that includes both management and staff stayed vigilant in combating against the covid19 variant through good practices that are executed with consistency in key protocols such as achieving close to 100% vaccination rates among our residents and staff, mandatory masks and face shields, enforcement of frequency of testing and limiting visitations.

All these measures were carried through one unified message from the Management Team which I would give full credit to the leadership strength of our CEO Kathy whereas the same issues such as mandatory vaccination, wearing masks and social distancing have caused rifts on university campuses, institutions and government officials that spent numerous hours and resources in the debate between public safety, sustaining the economy and protecting personal freedom.

From the one voice and one action approach, Wing Kei was able to minimize damages both in senior fatalities and staff absentees and was able to continue in providing safety to our seniors.

The Board of Wing Kei truly appreciate the work and unwavering dedication of the management and staff team in fighting against the covid19 pandemic over the past 2 years.

The road map for the future of Wing Kei

The Board has prepared for the future of Wing Kei after the acquisition of a 3-acres site in July 2017 by engaging experts and solicitation of opinions from stakeholders in the development of this site. We have embarked a 10-years program in the development of a Senior Village that will provide a continuum of care across a spectrum of health, wellness and social services required by the changing needs of seniors in our communities.

We have submitted a proposal to our Government in the construction of a long term care facility as the Phase 1 Development together with an application with the City of Calgary for the Development Permit of 180 beds. You will see the drawings of Wing Kei Village Phase 1 in this Report.

Further we have converted the ground level of the Church building in the Village into a Day Care Center with Montessori Philosophy with sufficient spaces of over 100 students.

In Wing Kei, we welcome you to join us in this journey to serve our seniors and educate our children as part of Wing Kei Intergeneration program.



Message from Kathy Tam, CEO

What a wonderful promise God makes us, to wholeheartedly embrace His everlasting love, knowing within us that the situations we endure are temporary. Hope is the fuel that enables us to strive and thrive.

God is our constant source of hope.

We experienced hope in many beautiful ways this year. In January, hope came in the form of the COVID vaccine which changed our experience of the virus. While we had outbreaks at the care centres, residents were protected by the vaccine. The peace of mind that came with that knowledge was a huge contrast to 2020 when we were filled with uncertainty and worry.

Hope is in our relationships with you. Residents, staff, families, partners, donors, and communities trust and bolster us. Caring for residents in their wholeness requires the knowledge and efforts of a community. Every day we witness and are

amazed at the commitment of the Wing Kei team to offer moments of joy to residents and each other. The joyful, cherished moments that ground and lighten us have become the heartbeat of our work.

Hope is in taking leaps of faith, working collectively to try new ways of coming together to enhance resident quality of life. We celebrated our first-ever virtual Walk for Wing Kei, capturing people's imaginations and exceeding our fundraising target. We also completed a challenging elevator renovation in the midst of global supply chain issues.

Hope is in believing the future. Recent national and provincial government reports have emphasized that, as people age, they desire to live in a comfortable, caring community where they can access health and personal care support when they need it. Our multi-year, planned development, Wing Kei Village, can model the approach seniors seek: to live independently with the ability to access high quality, personable services when they choose to. Our waitlist is ever-growing; seniors would like to live at Wing Kei and the space we have available is always full. Wing Kei Village is a response to the demand and an opportunity to create an innovative model in seniors' care. Wing Kei Village will break ground in Fall 2022.

My heart is full of hope and gratitude for serving together with you.



*Yet I still dare to hope,
when I remember this:
The faithful love of the
Lord never ends! His
mercies never cease.
Great is his faithfulness;
his mercies begin afresh
each morning.*

Lamentations 3:21-23



Healthy in mind, body, and spirit

Accompaniment is a beautiful sentiment unique to continuing care. In continuing care, the centre becomes the resident's home and residents and staff become part of one another's extended family—they interact every day, becoming intimately familiar and comfortable with each other's presence.

The focus is always to enhance the quality of life of residents, collaborating with families as care partners, to embrace and meet each individual's personal and health care needs as they change through time. Quality of life is all-encompassing—physical, emotional, social, psychological, spiritual—and forms the basis of an enduring, special relationship.

In continuing care, seniors are accompanied as they love, are loved, and live joyfully. Colleagues are accompanied to fully embrace the calling of being in service to others. Families are accompanied as they become part of, and contribute to, the Wing Kei community.

The realities of the pandemic challenged us to find new ways to offer and facilitate accompaniment. "Our team was a little panicked at the very beginning of the pandemic," says Vanessa Pan, Recreational Therapist, noting that continuing care centres were on immediate and long-lasting lockdown with families unable to visit their loved ones. "We pulled out the program calendar and re-worked it creatively to make sure residents were



engaged and involved, felt connected with families, with each other, and with staff, and kept positive."

A prerequisite in effectively and compassionately caring for others is to attend to one's own wellness. "We live, work, and play at Wing Kei," says Jane Tse, Director of Care. "It is important that we replenish ourselves and our colleagues so that we can continue to care for residents with our whole hearts."

One way the Wing Kei team engages in wellness is through peer-led daily stretching. The few minutes spent together results in laughter and jokes, limbering and lightening their whole being—something that became even more crucial through the long days of the pandemic. "The attitude of the people around me really impacts my outlook," says Levana Ling, Recreational Therapy Assistant. "The team, including management, are supportive and generous. We've had complicated and tough situations during the pandemic and we managed them together, no matter what."

"We stand here for our residents," adds Vanessa. "Whenever there is an outbreak, it is emotional. We cry together then come back to work, giving energy and support to each other."



A source of comfort, hope, and strength

In her role as Wing Kei Chaplain, Pastor Chin is a steadfast support for residents and staff, providing one-on-one comfort, bringing people together in prayer, and offering her sympathetic ear. Her calling is to be a visible presence and a source of comfort, hope, and strength.



"During an outbreak, I commit to stay on the unit, along with the care team," she says. "The unknowns and danger of the spread of the virus linger in our minds. Helping with daily care and serving meals allows me to be visibly present, to understand the pressures and to witness the many moments of tenderness. Even through social distancing, our hearts and minds become closer to one another."



Collective efforts to enhance resident quality of life

Every single member of the Wing Kei team is dedicated to caring for residents. While the support services and administrative teams don't work at the bedside, they very much contribute to creating an environment where seniors can thrive and where families feel welcome.

For example, the facilities team monitors the health of our buildings which includes managing and maintaining equipment and conducting general and preventative maintenance. They pay careful attention and find practical ways to make things easier for residents, staff, and families. This is how the elevator modernization came about.

After 16 years of transporting care, love, and nourishment, up and down every day, the elevators at Crescent Heights experienced wear and tear. This, combined with updated standards and regulations, presented an opportune time to modernize the elevators and provide new features to enhance its performance in delivering services to residents. “We added a Door Hold button to give riders more time to enter and exit without worrying that the doors will close,” says Phillip Louie, Facility Engineer Coordinator. This feature also benefits the support services team when delivering meals and wheeling carts on and off.

Just as with so many aspects of each of our lives, the pandemic made the three-month elevator project more challenging. Safety was the primary concern since contractors would be inside the building and in contact with staff, families, and residents. “We made sure the contractors were vaccinated and would comply with our safety protocols,” says Phillip. “Out of an abundance of caution, we provided a portable washroom for their use to minimize contact.” The supply chain



was a second challenge with border restrictions impacting the availability and delivery of parts. The facilities team and contractors worked collaboratively, communicating frequently and optimizing aggressive work schedules to coordinate with supply shipments.

“Our goal is to maintain a safe environment for the staff to provide care and ensure the residents live comfortably,” says Adrian Sun, Facility Manager proudly, underscoring Wing Kei’s core value of teamwork.

Saving wisely

Stewarding resources wisely is crucial to the sustainability of continuing care organizations. The capital investment required for the elevator modernization was possible because of Wing Kei’s commitment to financial integrity.



A leap of faith: 2021 Walk for Wing Kei

For over two decades, rain or shine, the ever-growing Wing Kei community gathered each June to walk together in friendship to support seniors to live life fully. As the impact of the pandemic took hold, it was clear that the 2020 Walk for Wing Kei had to be cancelled. All hope and efforts focused on 2021.

Over the course of several months, as continuing care centres across the country experienced outbreaks, people lost their jobs, and businesses were forced to shut down, organizers contemplated whether the walk should even move forward. “All signs showed that we should not host an event,” says Clara Tsang, Walk for Wing Kei Co-Chair and family member. “But, in my heart, I knew we had to rally the community to come together after a long and difficult time.” And with that intention, the concept of the virtual Walk for Wing Kei came to be.

The planning group met several times, brainstorming ideas, identifying challenges, and discussing solutions. Never having organized a virtual walk, the team had no idea what was needed or how the walk would happen. “It was a leap of faith,” says Clara. “We didn’t realize that the spark we created spread quickly through the community.” In the end over 500 people and 1500 donors participated in the virtual walk, raising over \$338,000.

Individuals and teams walked, ran, and wheeled. Clara invited over forty of her Tai Chi friends to join the Walk for Wing Kei. They walked independently each weekend, taking photos and sharing them through text and social media. Clara’s in-laws, who live at Wing Kei, pledged to join in, walking through the hallways each day. “Even though we were separated because of the pandemic, knowing we were doing this together brought us closer,” she says.



Clara’s friend’s 98-year-old mother also became involved, circling her living room several times a day, walking thousands of steps over several weeks.

Love, energy, and commitment truly poured in from all directions. A highlight was when the staff of a radio station walked between Crescent Heights and Greenview, waving to residents from outside. The seniors waved back, cheering them on to ‘add oil’, a common Chinese phrase of encouragement to continually refuel, carry on, and move forward.

“I am still amazed when I think about our first ever virtual Walk for Wing Kei,” says Clara. “It underscored that it is more than a fundraising event. It is a way for our community to show staff and residents that they are loved and supported.”

Lace up your shoes

The 2022 Walk for Wing Kei runs from April 6, 2022 to June 25, 2022. See walkforwingkei.org for information and to sign up. Funds raised will be invested in the development of Wing Kei Village, an intergenerational, dynamic community where seniors can age in place, even as their health and personal care needs change.





Growing to serve

It is equally unusual and remarkable that Wing Kei's dreams often begin as ideas sketched on a napkin. Almost two decades ago, the very idea of Wing Kei was conceived on a flight from Calgary to Toronto when Don Jung and Vincent Leung dreamed of creating spaces where seniors could age surrounded by the familiarity of their cultural traditions and with the expertise of high quality, safe care.



In 2017, at a restaurant in Calgary, shortly after Wing Kei acquired the site to build Wing Kei Village, Vincent Leung, Wing Kei Board Chair, architect Ron Poon, and Wing Kei CEO Kathy Tam gathered to dream and plan out what an intergenerational community would look and feel like; a place where seniors could comfortably age in place, even as their personal and health needs change. A sketching on a napkin has since become a comprehensive blueprint. "It is exciting to see something of this magnitude and caliber becoming more real," says Walter Yu, Director of Business Development and Facilities.

The concept is built around the notion of a relationship-oriented community with dedicated spaces for continuing care, hospice, independent living, and mixed use which includes retail, professional offices, and market housing. "Our hope is to create an inviting and curious space, built in understandable parts, and with high exposure and interaction to the outdoors through sunrooms, gardens, and gathering spaces," says Ron Poon. Built on three acres of land on Centre Street, Wing Kei Village will be a high-tech building with connectivity throughout and,

learning from the pandemic, it will include a state-of-the-art mechanical system with a higher degree of particle filtration.

The project is well supported. Members of nearby neighbourhoods advocated to City Council to endorse necessary development permits. City Council also recently granted sale of a small piece of land adjacent to the property to Wing Kei for a nominal amount. That sliver of land will create greater functionality for Wing Kei Village.

The three phases of Wing Kei Village are on an eight-to-ten-year trajectory from now to completion. The hope is to celebrate a sod turning for phase 1 in late 2022, with a fully commissioned building ready to welcome residents in 2024. The second phase, focused on creating independent living suites, will open in the two or three years after that and the mixed use spaces closer to the end of this decade.



Support a dream

The capital investment to build the first phase of Wing Kei Village is \$82 million. Funds raised from events including the Walk for Wing Kei and the Charity Golf event have been earmarked as investment into the project. We welcome donations from individuals, families, and businesses to bring Wing Kei Village to fruition. Wing Kei is a not-for-profit, charitable organization; tax receipts will be provided for donations exceeding \$25. To learn more contact community@wingkei.org or 403.277.7433



Year in review 2021

Protection

COVID-19

STAFF
100%
VACCINATED

FLU

STAFF
92.2%
IMMUNIZED

COVID-19

RESIDENTS
100%
VACCINATED

Outbreaks

3

**AT CRESCENT
HEIGHTS**

4 staff & 3 residents affected

2

AT GREENVIEW

2 staff affected

Quality

Wing Kei facilities underwent several audits in 2021, each time passing without any recommendations for improvement.

Wing Kei performed above average in several key quality indicators identified by the Canadian Institute for Health Information. We have fewer falls and

use of antipsychotics than the provincial and national average, manage pressure ulcers well, and have less use of restraints.

Partnership

Kathy Tam was appointed by Alberta Health as a member of the Continuing Care Alliance to work on the implementation of the recommendations from the government's Facility Based Continuing Care Review.

Community

23 Golf Teams

participated in the Charity Golf event in September 2021, raising \$85,700, while adhering to all pandemic public health protocols



\$338,786.22 raised

500 walkers, including 44 teams and 1,500 donors, participated in the 21st Walk for Wing Kei, the first ever virtual edition.

Celebration

In May 2021, eighty-three staff were recognized for their long service



Connection through COVID

72 family updates

12 family town halls

14 staff updates

5 staff forums

Research

Wing Kei residents, families, and staff participated in several research initiatives:

Painting a picture of culturally appropriate palliative care for Chinese immigrants in Canada: an ethnographic study, a collaborative project led by a Rehabilitation Medicine PhD candidate

A province-wide study looking to improve health outcomes of long-term care residents by administering blood pressure medication at bedtime—jointly coordinated by Alberta Health Services and the University of Alberta

Loneliness and social isolation among diverse residents in supportive living, led by the University of Alberta

Enhancing communication between staff and families through technology, led by the University of Alberta and the University of Waterloo

Age-well computer games to help older adults engage in enjoyable, meaningful activities, led by the University of Alberta

COVID impact study coordinated by Translating Research in Elder Care, Faculty of Nursing, University of Alberta



Our priorities to 2025

Wing Kei's heartbeat is to offer moments of joy to seniors and to each other, creating an environment where residents experience comfort, hope, and independence in every aspect of their lives.

Our promise to the seniors we serve, the staff who choose to work with us, the families who trust us, and the community that bolsters us, is to be fully present to our calling to serve. We do this by offering quality care, growing to meet community needs, and ensuring our organization is operating strategically and effectively.



Six priorities guide the path to 2025

1. Continuous quality improvement and post-COVID readiness—

Providing safe, quality care is rooted in our love for residents. We will continue to grow our innovative, culturally-sensitive programs, meet or exceed standards of care, and continuously assess and improve our care using evidence-based practices to meet the ever-changing needs of residents. The health care sector, and the world, turned upside down experiencing the circumstances and challenges of the pandemic. As a team, we navigated the pandemic with professionalism and humanity, learning many lessons through the experience. We must be prudent in preparing ourselves should the variants persist, or a new virus appears.



2. Organizational effectiveness—

It is vital for Wing Kei to function optimally, as a cohesive team and with a well-defined governance structure, to support continuous improvement and ensure sustainability. We will continue to cultivate and sustain open, trusting relationships with stakeholders, engage in succession planning, and streamline management processes.

3. Financial resources management—

Stewarding financial resources wisely will allow us to continue to meet or exceed accountabilities and be best placed to expand our reach by growing our programs and services to better serve seniors.

4. Fund development and grants—

A key element in the long-term stability of our organization is in our ability to access funding from private citizens, civil society, and the private sector. We will seek grant funding to support focused initiatives and enhance our own fund development efforts.

5. Human capital management—

The Wing Kei team is the backbone of the organization, leading with skilled expertise, responding to a calling to serve, and modelling the mission through our work. We must support the growth of our team, invite new people to join our work, and ensure staff are compensated fairly and equitably.

6. Wing Kei Village development—

Wing Kei Village is our biggest dream and investment yet, modelling a new way for seniors to flourish and live in community. We will continue to plan for its development, focusing our efforts on building and commissioning the first phase which includes continuing care and hospice suites. We are relying on a combined capital funding approach including funds raised through our social enterprise, a capital campaign, and private financing.

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, 2021 and December 31, 2020 二零二一及二零二零年十二月三十一日

	31-Dec-21	31-Dec-20
ASSETS 資產		
Current assets 流動資產	\$ 12,402,074	\$ 10,136,379
Other long-term assets 其他流動資產	575,688	430,711
Tangible capital assets 固定資產	76,108,163	78,304,111
Total assets 總資產	\$ 89,085,925	\$ 88,871,201

LIABILITIES AND FUND BALANCES 負債及基金結餘

Current liabilities 短期負債	\$ 4,366,069	\$ 4,825,526
Long-term liabilities 長期負債	25,027,591	26,051,265
Other long-term liabilities 其他長期負債	18,011,353	18,855,711
Fund balances 基金結餘	39,029,912	36,507,699
Reserve for capital maintenance expenditures 維修開支儲備資金	2,651,000	2,631,000
Total liabilities and fund balances 總負債及基金結餘	\$ 89,085,925	\$ 88,871,201

Note 註釋 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.

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。

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

As at December 31, 2021 and December 31, 2020 二零二一及二零二零年十二月三十一日

	31-Dec-21	31-Dec-20
REVENUE 收入		
Government operating grants 政府營運資助	\$ 24,634,525	\$ 24,078,513
Resident fees 住客租金	7,376,085	7,428,116
Donations & fundraising events (net) 募捐及籌款活動 (淨值)	547,219	262,579
Other 其他	1,341,587	1,339,534
	33,899,416	33,108,742
EXPENSES 支出		
Salaries and benefits 員工薪金及福利	23,263,968	23,852,689
Supplies and services 供應品及服務費用	2,619,790	2,558,968
Mortgage interest and bank charges 貸款利息及銀行費用	1,040,533	1,073,497
Utilities 水電費用	860,717	768,316
Other 其他	554,117	423,237
Amortization 折舊	3,018,078	3,252,165
	31,357,203	31,928,872
Excess of revenue over expenses 年度盈餘	2,542,213	1,179,870
Fund balance, beginning of year 資金結餘, 年初	39,138,699	37,958,829
Fund balance, end of year 資金結餘, 年末	\$ 41,680,912	\$ 39,138,699

Board of Directors



Vincent Leung
Trustee/Chair



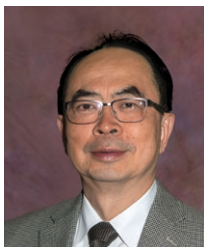
Clara Tsang
Vice Chair



Daniel Cheng
Treasurer



Paul Wong
Secretary



Philip Chang
Director



Chiu Chow
Director



Rene Ho
Director



Harry Zhou
Director



Terry Busch
Board Advisor

Welcome Dr Harry Zhou, new board member

Wing Kei was pleased to welcome new board member Dr Harry Zhou in May 2021. Dr Zhou's passion is to help seniors achieve optimal quality of life. He intends to use his expertise in geriatric psychiatry and skills in collaborating with clients, families, and the health care team to advance Wing Kei's commitment to caring for the whole person. "I hope that I can help Wing Kei further improve services to meet the physical, spiritual, social, and emotional needs of seniors," he says.

A decade ago, at the University of Toronto, Dr Zhou received the Alexander Graham Bell Canada Graduate Scholarship, which is awarded to top-ranked masters students in Canada. He went on to obtain a Doctor of Medicine degree at the University of Toronto. In 2017, he returned to his hometown Calgary to pursue residency training in Psychiatry with a sub-specialization in Geriatric Psychiatry. He has been involved in a research study at the University of Calgary focused on developing and evaluating cultural and structural competence training for psychiatry residents.

Dr Zhou is excited about all that Wing Kei has achieved and the potential for the organization's future in meeting needs in the community. "Wing Kei is going through a phase of restructuring and renewal that will define its outlook for years to come. I look forward to working with the board to ensure a smooth and successful transition that infuses new strengths and perspectives while preserving Wing Kei's mission and values," he says.



Leadership Team

Kathy Tam
CEO

Marina To
Acting CFO

Jane Tse
Director of Care

Peggy Chan
Director of Hospitality

Walter Yu
Director of Business
Development &
Facilities

William Ma
Manager of Finance

Adrian Sun
Facility Manager

Lily Fung
Clinical Manager

Jenny Ip
Clinical Manager

Lily Lai
Clinical Manager

My Linh Lam
Clinical Manager

Allissa Lau
Clinical Manager

Evelyn Ma
Clinical Manager

Hong Mao
Clinical Manager

Peggy Tan
Clinical Manager

Sherry Zhu
Clinical Manager





Home...
to 320 residents

**16 residents
over the age of 100**

8 couples

**In 2021
we welcomed
86 new residents:**

51 at Crescent Heights
21 at Greenview Long Term Care
14 at Greenview Supportive Living



**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
403.769.1646

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www.wingkei.org