

# Looking to the future



Wing Kei  
Report to the Community  
2016

# Greetings from the Board Chair & CEO

The Board and Administration worked together diligently during the year in the completion of a five-year plan to lay down the path of growth in long term care, supportive living, dementia care and Adult Day Program.

Home care service is another business we have identified for future growth. These streams of business will become Wing Kei business model in the coming years.



Our 5 years plan which is explained in greater detail in this report is a road map to identify our goal in serving the seniors in Calgary.

In the execution of the five-year plan, we need to be cognizant of the ever-changing environment in which we operate particularly in the following areas:

1. Government funding in capital cost may not continue at a level as in the past. Given increases in construction cost, we need to be ready and responsive to market changes in project financing of new facilities.
2. Increase in the complexity and acuity of senior residents demands more caring hours and staff resources. Operating fund and resident fee may not correspond to the increase in care that is required. Therefore, we need to be efficient and resourceful in our operations, able to do more with less while we can ensure safe and quality care and be able to keep up with the competitiveness in staff recruitment.
3. As our staff demographic changes and increase preference for shorter work week, effective work scheduling and good succession plan are essential in striking a balance for work satisfaction and quality of resident care. This requires mutual understanding and respect between management and staff.

Therefore, it is important for us as a team to be versatile and innovative in the execution of the 5 years plan. The plan is a dynamic road map able to shift directions in the environment we operate similar to a sail boat looking for wind and current so that we can steer it to the destination.

On behalf of the Board, I like to express our deepest thanks to the leadership of Kathy Tam, our Chief Executive Officer and her staff in making Wing Kei a household name in senior care. Their dedication and hard work have brought many acclaims to Wing Kei.

**Vincent Leung**  
Board Chair

It is an honour to be walking with seniors during their golden years. Together with residents, families, staff, board of directors, volunteers and community, we are all journeying on this path. We encourage one another and foster hope with all life's turns. We are humbled by the dedication we experience and are fortified by the stories of how we interact with each other.

Because of our unwavering commitment to leading with love, this year has been awesome. We have accomplished a great deal together—from the ground breaking of the second phase of Greenview to receiving 100% on our Certificate of Recognition audit and from receiving innovation awards to logging over 25,000 volunteer hours. The list continues. Just like a family, it is up to everyone to contribute and celebrate. We are blessed that our Wing Kei family is strong and happy.



The Wing Kei board's spirit has cast our five-year strategic plan with consultation from the Wing Kei community. We consistently have a wait list of seniors wishing to live at Wing Kei. The board is responding to the growing need of an aging population. As we grow, we must make sure that our strong culture of caring and being responsive to each other continues. And, of course, our financial stability enables us to focus on providing respectful, safe and quality care for seniors.

We are excited to look to the future, finding innovative ways to meet the increasing and changing needs in senior care. We must do this as a team. Thank you for your continued support. We cannot do it alone; you are an important part of our family.

**Kathy Tam**

Chief Executive Officer

## SERVING WITH LOVE & COMPASSION

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*"Dear friends, let us love one another,  
for love comes from God"*

1 John 4:7

# Planning for growth

A significant focus for Wing Kei's Board of Directors in 2016 was to create a five-year strategic plan to set the direction for the organization between now and 2020.

"Developing a strategic plan was proactive, vision-directed and action-oriented," says Judy Hanson, Wing Kei Board member. She notes that strategic planning has practical value: it provides thorough, thoughtful and deliberate planning to govern the organization and to support the Wing Kei community to work towards common purpose. Importantly, the strategic plan allows the organization to tangibly evaluate how goals are being met to achieve that common purpose.

As the Board was developing the strategic plan, they looked to others in the sector who were exploring creative ways to offer seniors services. A visit to Toronto to meet with three seniors care providers resulted in information sharing, brainstorming and tremendous learning. From looking at options for bundling seniors care services to market analysis and data sharing to opportunities for research and innovation, the conversations with colleagues was energizing and enlightening. "Our time in Toronto enabled me to think in a much broader and more holistic manner. The experience demonstrated that we should plan with an open mind and a strong look to future strategies for providing care with older adults," says Hanson.

At the heart of the strategic plan is a focus on strengthening Wing Kei, making us even more responsive and strategic. As the core of the organization is enhanced, our ambitious growth plan can come to fruition. Growing in size also means further developing human resources, finances, programs and services, explains Philip Chang, Wing Kei Board member. Strategic planning always involves some dreaming—thinking about what the potential of the organization is—and the Board has high hopes for Wing Kei's continued evolution to meet the changing needs of seniors. What remains constant, however, is the unwavering commitment to serve seniors with compassion and love.

*Wing Kei's  
strategic plan is a  
living document  
that guides us as we  
move forward to care  
for seniors.*

**Chiu Chow**  
Board member





Top left: 1st visit of Yee Hong, 1998. Top right: Completion of Wing Kei Care Centre (Long Term Care), 2005. Bottom left: Completion of Wing Kei Greenview Phase 1 (Supportive Living), 2014. Bottom right: 2nd visit of Yee Hong, 2016.

## Strategic Plan

Wing Kei's 2016-2020 plan consists of three strategic directions with specific, measureable goals:

1

Growth through new facility development: extending the impact of Wing Kei's expertise and excellence

2

Growth through new programs and services: expanding services provided to improve quality of life for seniors living in the community

3

Roadmap to support the plan including awareness of changing community needs, financial resources, fund development, human capital readiness and organizational effectiveness

# Celebrating our work

Sometimes, especially in health care, terminology can be difficult to understand. We don't always know what the similarities and differences are in levels of care and what we can expect in terms of services and programs.

Wing Kei is a provider of continuing care services. Continuing care covers a broad range of services including home care, supportive living and long term care. We offer both supportive living and long term care. Wing Kei Greenview is our

primary site for supportive living services. This is for people who want to be independent and who require greater care than they can receive at home. Care is provided primarily by

Health Care Aides. In contrast, long term care, which is offered at the Wing

Kei Care Centre, is for people who have complex needs and require 24/7 care. Care is provided by a combination of Health Care Aides, Licensed Practical Nurses and Registered Nurses. Both supportive living and long term care include recreational and social programming.

While the care residents require in these two streams of service is quite different, a crucial

similarity is that the underlying philosophy in all continuing care services is to maintain or enhance each person's independence.

The statistics in our province indicate that dementia care will be an ever-increasing area of program service and delivery. There are currently more than 13,000 seniors in Calgary who have a diagnosis of dementia. Within 15 years, it's predicated that over 900,000 people in Canada will be living with dementia. "Our goal is to help residents with dementia feel safe, secure and valued and live their lives with dignity," says Lily Fung, Clinical Manager. "We believe in caring for the emotions, no different than what each of us needs in daily life." With dementia care, providing culturally appropriate care is much more critical. When seniors are in surroundings that feel familiar—what they see, eat and hear—it fosters greater comfort, safety and well-being.

Wing Kei also offers an Adult Day Program for seniors who benefit from participating in a variety of activities, keeping their minds active and offering opportunities to socialize in a friendly, welcoming setting.

"We strive to set the highest standard of care," says Hong Mao, Clinical Manager.

"Our teams provide quality services to our residents, supporting them to live every day with a sense of security, joy, fun, dignity and love. The comfort and health of residents is our first priority."

*We pride ourselves on cultivating a culture of quality and safety that is grounded in a deep desire to create an environment for seniors where they feel completely at home, knowing they are loved and cared for.*

**Kathy Tam**  
CEO





# Offering inspiration

The Wing Kei community is a constant source of motivation and inspiration. Here a few people share what makes them choose to be part of our community.

As a physician, I am often providing medical care to seniors on a one-to-one basis. However, being a part of the Wing Kei Board has given me the opportunity to serve alongside a team that helps meet the larger scope of needs that seniors have, including housing, nutrition, emotional, and spiritual needs.

**Gentson Leung**  
Board member

Teamwork is not a cliché here. It is amazing how great things can be accomplished as we work as a team. This value is evident at all levels and throughout all teams. We come together with common goal of providing excellent resident care. We share innovative ideas, partnering with residents and their families, execute good planning, follow through and evaluation while ensuring open and frequent communication every step of the way. What an utmost privilege and blessing it is to serve alongside such passionate, caring and dedicated staff!

**Evelyn Ma**  
Clinical Manager

Our employees' passion to serve our residents gives me energy to innovate and create a pleasant work environment for all staff, residents and visitors.

**Michael Cung**  
Facility Manager

After working thirty some years with the City of Calgary, I decided to retire in 2012. In this next season of life I had to make a choice: to waste it in fearful thoughts or to make the best use of the time to serve God. God has blessed me with my present season, I am willing to share my experiences to make positive impacts in the community. The past six years serving on the Wing Kei Board has been rewarding. I learned new skills, enriched myself and developed lasting friendships. I am grateful for the opportunities God has given me to serve the seniors with joy and love.

**Amy Chew**  
Board member

It is an honor to serve on the Wing Kei Board, a reputable and respectable organization. We share similar ideas and beliefs to serve seniors. It is very rewarding work, including emotionally. Making a difference in senior's lives and bringing them hope and cheer is not something that I can achieve in my career. I am very blessed in this manner and am humbled.

**James Liu**  
Board member

Being a Board member, I can see and experience how God's love is shown in serving the seniors at Wing Kei. I work hard to learn and collaborate with others who serve, and actively invite my friends to participate in the annual walkathon. I am now a member of the Fund Development Committee. I enjoy very much being a member of the Wing Kei Family.

**Paul Wong**  
Board member



## Wing Kei Leadership and Management Team



Front row from left to right: Ms. Jane Tse (Director of Care), Ms. Judith Hanson (Board Member), Mr. Lyn Chow (Facility Expansion Chair), Mr. John Jung, Mr. Vincent Leung (Board Chair), Ms. Amy Chew (Board Vice Chair), Ms. Kathy Tam (Chief Executive Officer), Dr. Gentson Leung (Board Member), Mr. Greer Black (Board Advisor)

Back row from left to right: Mr. Paul Wong (Board Secretary), Ms. Marjorie Cheng (Board Member), Mr. Wesley Chow (Board Member), Mr. James Liu (Board Treasurer), Mr. Walter Yu (Director of Finance & Hospitality), Dr. Philip Chang (Board Member), Mr. Chiu Chow (Board Member)



# Reviewing the year

## 2016~2017 HIGHLIGHTS

### Caring for our team

Our long service recognition ceremony in May recognized 26 staff who received their 10 Years of Service Award and 14 staff who received their 5 Years of Service Award—that's 17.5% of our 228 full-time and part-time staff

We enjoyed teaching and learning from 23 practicum students: five from Bow Valley College, 16 from University of Calgary and two from Norquest College

iTacit, an online education program for staff, was implemented on April 1st, 2016

### Updating our facilities and processes

An area on the 3F of the Wing Kei Care Centre was renovated into a sensory room

The new computerized "Maintenance Care" program was implemented and has proven to be very successful

### Celebrating accolades and audit results

Wing Kei was awarded "Innovator of the Year" for being the first long term care facility to fully integrate electronic-based documentation in a care model at the Alberta Continuing Care Association IQ Conference in September 2016

Both our facilities obtained a score of 100% for the Certificate of Recognition (COR) audit.

An unannounced Alberta Health Services Environmental Inspection at Wing Kei Care Centre resulted in no recommendations

Jane Tse, Director of Care and Hong Mao, Clinical Manager attended the World Congress on Long Term Care In Chinese Communities in Beijing and presented on the topic "Managing Responsive Behaviour"

### Engaging the community

Over 1,000 walkers participated in our annual Walkathon raising approximately \$200,000

2016 Charity Golf at the Calgary Elks Club on Thursday, August 18th, 2016: 27 teams participated, approximately \$120,000 gross was raised

Wing Kei matched \$4,748.30 donation for Fort McMurray. Provincial and Federal government matched the staff donated portion

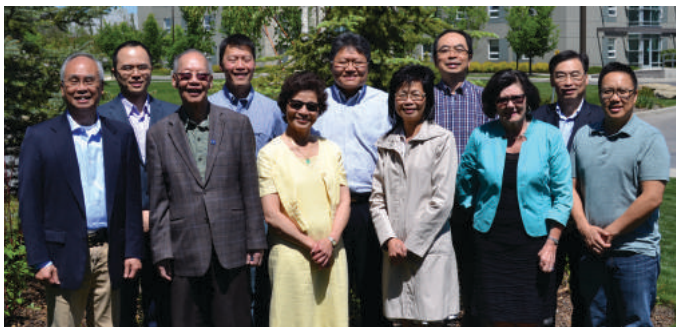
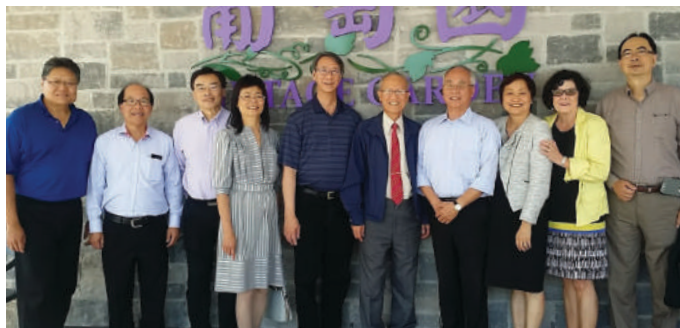
Wing Kei hosted a weekly 13-episode radio program on seniors care services with FM94.7 Cantonese channel from July to September 2016

Artwork and paintings jointly created by Prospect and Greenview residents was on display in downtown at Burns Building throughout September 2016. The display was open to the public

### Looking ahead

Greenview II Sod Turning Ceremony was held on October 13th, 2016







# Hearing from those we serve

My mom Tang Suet-Ying came to Wing Kei Care Center in 2012, she is now 98 years old. Before then, she lived by herself in a seniors apartment.

She used to cook meals for our family all the time. When she advanced in her age, she became forgetful. In order to keep her safe, we unplugged the cooking appliances; but she had managed to burn the pots and pans again. It's time to move her into a nursing home. We needed someone to keep an eye on her.

Seven years ago, when we'd made the decision and applied for her to come to Wing Kei, we waited for a few months and then the good news came. There's an opening for her! We were very happy but mom had a different thought about it. Of course, we understand because she feels like she was losing her freedom, even now!

I still remember her struggles vividly, starting December 12th, 2012 when she arrived at Wing Kei. The first week had gone fast, but it was endless pleading with her to keep her calm. My mom has a reputation of standing firm and won't give up easily once she's made up her mind. Every 15 minutes or so she would ask anyone who walked by to call 911 for the police, stating that they had no right to lock her up there without her consent. This went on day and night for the entire week!

I don't know how the staff did it. It must have been exhausting for them to constantly talk with her and distract her from running to the exit door. I deeply appreciate their resourcefulness, true grit, gentleness, respect, patience and kindness to my mom.

Once my mom settled down, she started to participate in recreation programs such as arts and crafts, card games, bowling, racquet-ball, making cakes, and folding baby clothes. One of the staff, Dickie, who could well remember my mom's sharing of her life stories, came to recount them to us. And how can I not mention Johanna who painted mom's finger nails for free? Mom looked pretty and was extremely happy! We feel so blessed that the staff is treating mom like their own family.

One time I received a survey to rate Wing Kei's service. So I wrote down suggestion in the space provided, asking Wing Kei to add more activities for the seniors, including weekends, because some residents were alone and have not many visitors. Later on, I saw the activities increased, they'd listened to my request!

Thank you Wing Kei! I am very grateful for your team work and professionalism; your love towards my mother is immeasurable. May you continue to have great success in your mission to provide care for our seniors!

Yours truly,  
**Queenie Tang**



# Using resources wisely

## Audited Financial Statements

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### Summary Statement Of Financial Position

As at December 31, 2016 and December 31, 2015

	December 31, 2016	December 31, 2015
<b>Assets</b>		
Current assets	\$ 11,231,094	\$ 6,554,456
Tangible capital assets	48,734,562	48,887,242
<b>Total assets</b>	<b>\$ 59,965,656</b>	<b>\$ 55,441,698</b>
<b>Liabilities and Fund Balances</b>		
Current liabilities	\$ 5,172,652	\$ 2,530,582
Long-term liabilities	14,416,114	14,920,463
Fund balances	38,945,890	36,799,653
Reserve for capital maintenance expenditures	1,431,000	1,191,000
<b>Total liabilities and fund balances</b>	<b>\$ 59,965,656</b>	<b>\$ 55,441,698</b>

Note – A copy of the complete audited financial statements is available by writing to Walter Yu, Director of Finance & Hospitality, Wing Kei Care Centre, 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.



## Audited Financial Statements

### Summary Statement Of Operations And Changes In Fund Balances

For the years ended December 31, 2016 and December 31, 2015

	December 31, 2016	December 31, 2015
<b>Revenue</b>		
Government operating grants	\$ 14,581,957	\$ 13,941,429
Resident fees	\$ 5,223,430	\$ 4,720,949
Donations & fundraising events (net)	\$ 806,073	\$ 205,750
Other	\$ 444,890	\$ 369,940
	<b>\$ 21,056,350</b>	<b>\$ 19,238,068</b>
<b>Expenses</b>		
Salaries and benefits	\$ 14,845,951	\$ 13,528,013
Supplies and services	\$ 1,288,283	\$ 1,596,387
Mortgage interest and bank charges	\$ 600,303	\$ 669,399
Utilities	\$ 457,700	\$ 465,729
Other	\$ 343,871	\$ 357,857
Amortization	\$ 1,134,005	\$ 1,107,997
	<b>\$ 18,670,113</b>	<b>\$ 17,725,382</b>
Excess of revenue over expenses	\$ 2,386,237	\$ 1,512,686
Fund balance, beginning of year	\$ 37,990,653	\$ 36,477,967
<b>Fund balance, end of year</b>	<b>\$ 40,376,890</b>	<b>\$ 37,990,653</b>

# 榮基 WING KEI

## Wing Kei Care Centre

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