





Looking back to 2017, the Board and the Administration have worked together in one spirit and one mind to make milestone accomplishment in providing care to our residents to meet the increasing needs for senior care in our communities in Calgary.

In the delivery of care to our residents, our staff under the leadership of management through coaching and mentorship has made Wing Kei a home of preference. Most of the time we have waiting lists ranging from 40 to 45 in long term care, supportive living with dementia care as well as in adult day program the three streams of care that Wing Kei currently provides. On top, Wing Kei ranks high in various surveys undertaken by Alberta Health Services and regulatory bodies.

At the Board level, we have laid down a 5-year Plan in 2016 to take Wing Kei to the next level of serving a broader community which include among others, strategic capital investment in health infrastructure to deliver publicly funded health program and services.

On May 18, 2017, Wing Kei signed a purchase agreement with Centre Street Church to purchase the Church's West Campus for \$8.5 million. The land will be used for future expansion of our senior care programs and services representing a significant milestone and commitment in our strategic plan of growth in services:

- 1. The three-acre site allows us to expand from single purpose buildings to a mix of accommodations that meet seniors' growing and changing needs.
- 2. The location of the new site at Centre Street and 41st Avenue NE is on a transportation node that gives good access to public transit, making it easy for families and friends to visit their loved ones as well as for staff commuting to work. Our two current facilities Wing Kei Care Center and Wing Kei Greenview are also near Centre Street.

At the very core of our vision in Wing Kei is a deep-rooted desire to care for seniors, recognizing, respecting and responding to them as elders in our community. Since it was a dream in the hearts of its founders, Wing Kei has been steadfastly dedicated to building a community grounded in compassion, love and faith.

The Board likes to take this opportunity to say thanks to our staff and supporters of Wing Kei and in particular to the management team and our CEO Kathy Tam in offering their upmost in making Wing Kei a household name in Calgary.

Vincent Leung

Board Chair



Wing Kei continues to be blessed with energy, excitement and new opportunities. Last year, our board cast a vision for us to thrive, to continue to build the momentum that started fifteen years ago. Thriving means having the foresight to recognize what the need is—not only now but five, ten, fifteen years from now. Thriving means being responsive to opportunities, seeking them out, forging relationships and rallying towards a common vision. And, first and foremost, thriving is about community. We can't thrive in isolation. We can only do so with the trust of the community—the residents and families we serve, our staff and volunteers, our donors, partners and funders.

Looking ahead, we have much on the horizon. In October 2018, we will welcome 78 residents into the second phase of Wing Kei Greenview. We are pleased that construction and commissioning is on time and on budget—no small feat in the world of health care and changing economic times. As we plan to open our new centre, we are exploring all the possibilities for the three-acre parcel of land acquired by the Board in central north Calgary. Our initial conversations with experts and community representatives have been exciting and what we know for certain is this: the campus we create will be innovative, community-oriented and responsive, enabling people to age with grace and joy.

Thriving is also about sustaining momentum for what is important. Wing Kei will once again be evaluated by Accreditation Canada in 2018, a highly-regarded not-for-profit organization whose aim is to improve quality of health services. We have received Exemplary Standing since 2013, the highest possible rating, because of the dedication of our team, our unwavering desire to serve with love and our high level of quality and safe care. As always, our teams continue to collaborate and work hard to demonstrate the standards set by Accreditation Canada.

It looks like 2018 will bring just as much energy as the past several years! Thank you for your continued trust and support.

Kathy Tam

CEO





WEST CAMPUS BUILDING: a brief history

4 Wing Kei We are thriving

1960's

Centre Street Church builds a small sanctuary, nursery, offices and foyer with Sunday school classrooms in the basement on the West Campus Building

1980's

First expansion on north side of the building adds offices, classrooms and a kitchen on the main floor and gym on the lower level

With gratitude

Centre Street Church and Wing Kei are bonded by common values rooted in a commitment to serve the community. For over a year, Wing Kei Board Chair Vincent Leung and Centre Street Church Executive Pastor Gentry Stickel discussed and negotiated the land purchase, building a common understanding of how the land could be used to serve seniors, developing a solid transition plan and determining a fair price.

For effective transition for both sides, part of the purchase was to lease the site back to CSC. "We are pleased to continue impacting the community as we lease the West Campus building from Wing Kei over the next three years," says Kent Priebe, Pastor of Centre Street Church's Central Campus, a long-time neighbor of Highland Park. "This sale allows us to more effectively invest in how our church serves the community of Highland Park, Calgary, and the world as we expand and consolidate space at our five Calgary and area campuses."





1990's

Second expansion focused on the south side of the building next to 40th Avenue adds a Worship Centre on the main floor with a balcony seating 1,000 along with offices and prayer rooms in each tower, considerably more classrooms in the basement and additional land purchase to accommodate parking expanding total land to approximately 45,000 square feet

May 18, 2017

Wing Kei Nursing Home Association acquires the West Campus Building and land for \$8.5 million

Always challenging ourselves

How do we want people to experience Wing Kei? As a resident arrives at our doors, belongings in tow, what do we hope they will feel? As a family member talks to a colleague about Wing Kei, what do we hope they will say? As a staff member walks to the bus stop after work, what do we hope they are thinking about their day?

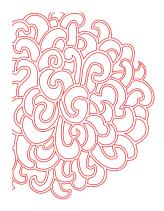
These questions drove our conversations as we deliberated building Wing Kei's person and family centred care (PFCC) framework. PFCC places residents and families at the centre of the care experience and maintains that they must be involved with decisions that impact them. This is a shift away from a decades long approach with experts in the health system making decisions on behalf of those in their care.

While a current buzz phrase in health care, for Wing Kei, PFCC is an intuitive approach that has been cultivated, promoted and demonstrated since our inception. Wing Kei was created because of a desire to care for seniors with love and compassion—and that impetus permeates every decision, program and interaction. "PFCC is not a new approach for our Wing Kei family," says Peggy Tan, PFCC lead. "Mutually beneficial relationships with residents and families are the foundation of the care experience. For us, PFCC is about taking what we do well and learning new ways of doing it better. I think that's innovation!"

The PFCC framework was developed through a consultative process that involved clinical and support staff, leaders, board members and family members. "Embedded in the PFCC framework are the guiding principles which redefine our relationships in collaborating and supporting each other at all levels of the care experience," says dietitian Joanna Chan.







Through the consultations, a unique feature emerged in Wing Kei's framework: in addition to residents and families, the core includes staff and volunteers who dedicate so much of their time and energy to Wing Kei. This clearly recognizes that each of us—residents, families, staff and volunteers—come with our own story of courage, vulnerability and resilience and that we must support each other to create a place that is fulfilling, happy and safe.

Our next step is to work with staff, leaders and families to build a tangible action plan based on our PFCC goals. The plan will be monitored by our leadership team and best practice committee. "This will be an ongoing effort, says Peggy. "Achievements will be captured, lessons will be learned and interactions, practices and process will be refined. Along the way, of course, we will celebrate our successes as we always do—like one big family."

Person & Family Centred Care Framework

PRINCIPLES

Reciprocity & teamwork

we are in mutually beneficial relationships with each other as colleagues, residents, families and volunteers; we are stronger when we work as a united team sharing our professional expertise and contributing to each other's wellbeing

Effective communication

we are effective communicators and use feedback mechanisms to build understanding and trust; we share information openly and listen actively

Joint decision-making

we empower and advocate for each other, responding to the emotional nature of health care with sound, evidence-based clinical information and in a way that is reflective of our Wing Kei mission

Quality care

we take pride in our personalized, respectful care which allows us to adjust and respond to each other with a Christian ethic of service

Culture & sustainability

we celebrate each other as members of our Wing Kei family, supporting one another to flourish within a strong, connected community

GOALS

Cultivate and sustain understanding and use of the framework for staff, residents, families and volunteers

Integrate the PFCC defining principles into all practices, processes and policies

Enhance safe, quality care by using the framework to guide day-to-day and organizational decision-making

Our definition

Person and family centred care is a partnership between residents, families, staff and volunteers. It purposefully engages each of us in the care experience and acknowledges us as experts in our own health and wellness. PFCC recognizes that our life story informs our perspectives and celebrates the unique richness we each bring to our Wing Kei family.



Steady focus

It was love that brought My Linh Lam to Calgary in 2009 when she moved from Ontario to be with the man who is now her husband. But it is her love for seniors that has kept her here. A Registered Nurse, My Linh has held a number of roles at Wing Kei from staff nurse to charge nurse and currently as a manager whose scope includes leading initiatives related to electronic records, quality improvement and accreditation. Continuous quality improvement is her passion. "I enjoy dissecting the data across multiple factors to see how it supports care and, in turn, how we can use indicators to improve our care," she says.

My Linh recognizes that continually improving quality is a team effort. "We have momentum for every single one of our initiatives because the entire Wing Kei team embraces them," she says. She credits a team-based approach to examining challenges and hashing out solutions as the basis for Wing Kei's ability to be responsive and efficient. That same team is who My Linh refers to as her family in a city that she now calls home. They celebrated her wedding and her children's birth together.

This busy mother of twins is looking forward to Wing Kei's growth and her own continued professional development, which has flourished since she joined Wing Kei. She recognizes that quality improvement will become more complex the more facilities and programs Wing Kei operates. "My goal is to make processes easy and to provide the same high quality care throughout all of our facilities," she says. "The residents are like my grandparents. It brings me joy to improve the quality of their lives."





Our team



350 staff and 800 volunteers dedicate their time to serving seniors at our care centres





We employed nine students over the summer, exposing them to our culture and the health care system





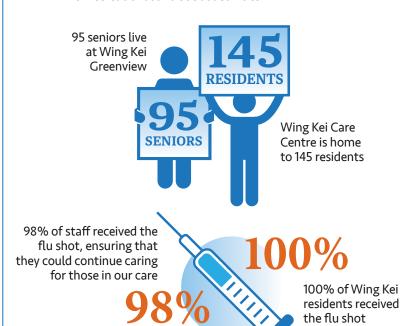
55 staff participated in Wing Kei's Mentorship 101 program whose aim is to create line of sight from our day-to-day work to our vision of service

Long Service Recognition

31 staff celebrated their long service with Wing Kei—1 for 15 years, 5 for 10 years and 25 for 5 years of service



64 people participate in our Adult Day Program for individuals who live at home and enjoy coming together for recreational and social activities





y and safety

Canadian Institute for Health Information (CIHI) 2016-2017

Falls in the Last 30 days in Long Term Care

Wing Kei 12.5%

Province 15.8%

Potenially Inappropriate Use of Antipsychotics in Long Term Care

Wing Kei 9.5%

Province 17.4%

Restraint Use in Long Term Care

Wing Kei 0.2%

Province 6.5%

Community support



26 golf teams raise \$137,000

Twenty-six teams participate in our annual Charity Golf raising \$137,000



We are continuing to grow to meet the

changing needs of seniors in Calgary—the second phase of Wing Kei Greenview is opening in fall 2018 and plans are underway to develop the land we purchased from Centre Street Church

Licensed Practical Nurses SCHOLARSHIPS

Wing Kei sponsored four \$500 scholarships for Licensed Practical Nurses at Bow Valley College

Walkathon raises \$240,000

1,200 people walked in our annual Walkathon raising \$240,000



Chinese Christian Wing Kei **Nursing Home Association**

Summary Statement of

華人基督教榮基護老會 財務狀況簡報 二零一七及二零一六年十二月三十一日

Financial Position As at December 31, 2017 and December 31, 2016

	December 31, 2017	December 31, 2016
Assets 資產		
Current assets 流動資產	\$ 5,967,995	\$ 11,231,094
Tangible capital assets 固定資產	71,523,421	57,284,562
Total assets 總資產	\$ 77,491,416	\$ 68,515,656
Liabilities and Fund Balances 負債及基金結餘		
Current liabilities 短期負債	\$ 26,683,937	\$ 20,722,651
Long-term liabilities 長期負債	15,895,866	14,416,114
Fund balances 基金結餘	33,240,613	31,945,890
Reserve for capital maintenance expenditures 維修開支儲備資	金 1,671,000	1,431,000
Total liabilities and fund balances 總負債及基金結餘	\$ 77,491,416	\$ 68,515,656

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.

如欲取得完整的財務報告,請書面聯絡財務及客務部主管余永燿先生(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。

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Chinese Christian Wing Kei Nursing Home Association Summary Statement of Operations and Changes in Fund Balances

For the years ended December 31, 2017 and December 31, 2016

華人基督教榮基護老會 營運簡報與基金結餘變動簡報 二零一七及二零一六年十二月三十一日

	December 31, 2017	December 31, 2016
Revenue 收入		
Government operating grants 政府營運資助	\$ 15,004,127	\$ 14,581,957
Resident fees 住客租金	5,323,770	5,223,430
Donations & fundraising events (net) 募捐及籌款活動 (淨值)	470,564	806,073
Other 其他	832,353	761,557
	\$ 21,630,814	\$ 21,373,017
Expenses 支出		
Salaries and benefits 員工薪金及福利	\$ 15,556,914	\$ 14,845,951
Supplies and services 供應品及服務費用	1,667,464	1,288,283
Mortgage interest and bank charges 貸款利息及銀行費用	618,295	600,303
Utilities 水電費用	599,349	457,700
Other 其他	372,129	343,871
Amortization 折舊	1,281,940	1,284,005
	\$20,096,091	\$ 18,820,113
Excess of revenue over expenses 年度盈餘	1,534,723	2,552,904
Fund balance, beginning of year 資金結餘,年初	33,376,890	30,823,986
Fund balance, end of year 資金結餘,年末	\$ 34,911,613	\$ 33,376,890

Board Members



Front row from left to right Judith Hanson, Vincent Leung (Chair), Amy Chew (Vice Chair), Gentson Leung, Greer Black (Board Advisor)

Back row from left to right Paul Wong (Secretary), Marjorie Cheng, Wesley Chow, James Liu (Treasurer), Philip Chang, Chiu Chow

Leadership Team



Front row from left to right: Lily Fung, Hong Mao, Peggy Tan, My Linh Lam

Middle row from left to right: Evelyn Ma, Peggy Chan, Jenny Ip, Kathy Tam, Jane Tse

Back row from left to right: Walter Yu, Michael Cung, William Ma

















