



Three Links Care Society

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# VISION 2020

# Strategic Plan

(2018-2020)

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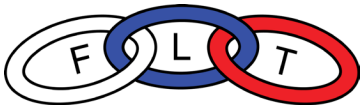


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# THREE LINKS HISTORY

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## Independent Order of Odd Fellows



Originally founded in 1819, the Independent Order of Odd Fellows (IOOF) has non-profit fraternities across North America to promote community development, friendship, love and truth. IOOF became the first fraternity to include both men and women when it adopted the Rebekahs in 1851. In British Columbia, the IOOF has an active chapter that has a history of investing in social and supportive housing for seniors and was originally responsible for constructing the Three Links Care Centre.

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## Odd Fellows Low Rental Housing Society



### Odd Fellows

LOW RENTAL HOUSING SOCIETY

The Odd Fellows Low Rental Housing Society was incorporated in April 1979 as a non-profit society under the Society Act of British Columbia. The Society was established to help provide affordable, below-market residential real estate to Vancouver residents in need. The Society also promotes the values of the Independent Order of Odd Fellows.

The Three Links Care Society (Three Links) has been providing high quality, affordable and professional residential care and independent housing to seniors and older adults with special needs for more than 35 years.

Three Links was established in 1979 as a response to the shortage of seniors housing in Vancouver's Renfrew-Collingwood community. With the founding principles of the Independent Order of Odd Fellows and Rebekahs to guide them, Three Links set out to raise funding to construct a community care centre in the neighbourhood.

Since then, Three Links has:

- Constructed a 75-bed complex care facility in 1982 at the southeast corner of Vancouver's Renfrew and East 22<sup>nd</sup> Avenue (Three Links Care Centre). The Centre was expanded to 90 beds in 2000 with the addition of extended care and special care units.
- Constructed a 39-unit apartment complex across the street from the Care Centre at the corner of Renfrew and East 22<sup>nd</sup> Avenue in 1983 (Three Links Manor). In 2010, the Manor started to subsidize 15 units in collaboration with BC Housing's Seniors Supportive Housing Program.
- Acquired two residential properties adjacent to the Care Centre site in 2000.

Three Links has maintained and operated the Manor and Care Centre in collaboration with Vancouver Coastal Health, BC Housing and Canada Mortgage and Housing Corporation.

In 2008, Three Links completed a contract with the Odd Fellows Low Rental Housing Society to manage a 44-unit apartment in the Renfrew-Collingwood neighbourhood and support redevelopment plans in collaboration with the City of Vancouver, Van City Credit Union and private developers.

## THREE LINKS MISSION

To provide our residents with safe, compassionate care and housing that improves their quality of life.

## THREE LINKS VISION

People deserve to live a meaningful life and be treated with dignity and respect regardless of their age or circumstance.

## THREE LINKS VALUES

- Compassion for residents, their loved ones and each other
- Respect for all
- Integrity and honesty throughout everything we do
- Safety for staff, residents and visitors
- Excellence in the delivery of quality community care and services



# THREE LINKS IN 2017



## Three Links Manor



Of the 40 residents at the Manor, 36 have rent at 90% of market value and 34 receive support from BC Housing. Two receive no additional support. Four Manor residents receive Ministry assistance, support from BC Housing and/or a Three Links subsidy. Their monthly rent is \$332. Six of the 39 Manor units are one bedroom. One is home to two people.

2017 marks the Three Links Care Society's 35<sup>th</sup> Anniversary. Today, Three Links provides residential care and independent living services to 175 residents in Vancouver's Renfrew-Collingwood neighbourhood and creates job opportunities for more than 100 staff, service providers and contractors.

Three Links continues to operate a 90-bed residential Care Centre in partnership with Vancouver Coastal Health (VCH). In 2016-17, the Society received \$5.3 million from VCH to provide a range of complex seniors' care services.

Three Links continues to operate 39 independent living units at the Three Links Manor with annual support from BC Housing totalling \$113,000.

In addition to managing two adjacent residential properties, Three Links continues to:

- deliver project management services for the Odd Fellows Low Rental Housing Society
- administer a lease with the Renfrew-Collingwood Seniors Society that provides space within the Care Centre to operate an adult day care program for neighbourhood seniors.

Three Links operates within the framework established by the *BC Societies Act* and is led by a volunteer Board of Directors with expertise in health care management, law, financial administration, community engagement, human resources and information technology.

The Three Links Board is supported by an experienced management team responsible for day-to-day operations, ongoing consultation, community engagement and ensuring the Society achieves strategic goals. To provide the best services possible, the management team are supported by:

- dedicated and professional staff
- physicians and medical specialists
- well-established networks of volunteers and contracted service providers



## OUR PARTNERS

**Three Links works in collaboration with community partners to advance our mission, vision and strategic priorities.**



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### Accreditation Canada

Accreditation Canada is a not-for-profit organization dedicated to working with patients, policy makers and the public to improve the quality of health and social services for all. Over 1,000 health and social service organizations and 7,000 sites in Canada and around the world have been accredited, leading to safer, quality health care. In 2013, the Three Links Care Centre received commendation status – the second highest standard available.

# THREE LINKS IN 2017

## STRENGTHS AND OPPORTUNITIES

The Three Links strategic plan builds on the strengths and opportunities identified collectively by the Board, management team, staff, contractors and community stakeholders.

### STRENGTHS

- reputation as a reliable service provider
- satisfied team, residents and family members
- well-established relationship with Vancouver Coastal Health and BC Housing
- positive health and safety records
- experienced, dedicated and friendly staff, management, Board and contractors
- positive fiscal framework and significant land assets
- culture embraces innovation and continuous improvement
- significant volunteer base
- national accreditation
- inclusion and diversity
- ethics
- welcoming atmosphere
- teamwork
- balanced menu choices

### OPPORTUNITIES

- more recognition of team members and volunteers
- create structure that promotes innovation and excellence at all levels
- achieve higher standards of care, compliance and workplace safety
- maintain fiscal stability and transparency
- develop responsive performance indicators for Board and management
- respond to growing demand for community seniors care services
- leverage real estate assets to expand service offering
- leverage untapped balance sheet strength to invest in partnership leading to expansion of Three Links platform
- increase public emphasis on community seniors care and affordable housing
- improve recreation programming and become a leader in providing recreation services that support wellness for seniors with mid and late-stage dementia
- improve environmental sustainability

# THREE LINKS QUALITY OF LIFE AND CARE MAP

Many things contribute to the quality of life for Three Links residents, team members and visitors. For you, we are focused on getting them all right.





# THREE LINKS IN 2020: STRATEGIC PRIORITIES

Building on a strong foundation of success and to mark the Society's 35<sup>th</sup> anniversary of providing excellent health and housing services in Vancouver's Renfrew-Collingwood neighbourhood, the Three Links Board and management team initiated a strategic planning process in early 2017 that can guide the Society's growth to 2020 — and beyond.

This inclusive process was based on results of previous strategic planning initiatives, our 2017 work plan and survey results from Board, management, staff, residents, contractors, families and other stakeholders. All highlight the fact that as our population continues to age and health challenges become more complex, the demand for Three Links' quality and professional service will grow.

Through this engagement process, Three Links has renewed its mission and identified a series of strategic priorities that build on strengths, anticipate opportunities and mitigate risk:

- continuously improving quality of life and complex care services
- developing and nurturing a quality team
- strengthening governance
- promoting innovation
- communication and community engagement
- effective housing management



**For each of these six (6) priorities, the strategic plan identifies a purpose and action items. The plan also provides a framework for risk mitigation and key performance indicators to measure success.**

**PRIORITY ONE:**

# **QUALITY OF LIFE AND CARE**

**Continuously improve quality of life and complex care services.**

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## **STEPS TO ACCOMPLISH GOAL**

To continuously improve quality of life and care, Three Links will:

- 
- increase staffing levels to better align with provincial and regional targets
  - further strengthen care culture that promotes quality of life in addition to quality of care
  - continue to support resident-centred care model
  - enhance reputation as a sector leader in the delivery of compassionate end-of-life care in a way that responds to sector trends, changing community needs and implementation of new laws related to medically assisted dying
  - maintain a short, medium and long-term capital plan to guide new investments in equipment, technology and building improvements
  - review and improve recreation programming to anticipate future trends, establish common protocols, promote integration and improve consistency
  - increase investment in weekend, volunteer, recreation and support services
  - increase access to professional development and training opportunities for care team members
  - initiate measures to increase participation of family members and respond to resident/family survey results
  - maintain and enhance compliance with all regulatory, accreditation and licensing standards
  - maintain a positive working relationship with Vancouver Coastal Health
  - further enhance the food experience for residents
  - streamline and update admission packages and procedures
  - increase collaboration with other neighbourhood care homes and adult day care centers
  - expand infection control measures
  - reduce use of anti-psychotic drugs
  - update smoking policy in association with pending cannabis legalization

## PRIORITY TWO:

# QUALITY TEAM

Recruit, retain and nurture high quality professionals at all levels of the organization.

### STEPS TO ACCOMPLISH GOAL

Recognizing that achieving this goal will also enhance residents' quality of life and care, Three Links will:

- invest in new equipment and capital improvements focused on safety, emergency preparedness, technology and workstation enhancements
- increase staffing levels to help reduce workload and better align with provincial/regional targets
- enhance staff, contractor and team recognition programs
- establish dedicated funding for team members to access ongoing training and professional development opportunities
- establish a professional development policy to guide allocation of new training funds
- initiate dedicated measures focused on including night staff and support staff in training and engagement opportunities
- respond to team survey results
- maintain and enhance compliance with all workplace safety standards
- increase investment in support services and reorientation of food service responsibilities
- enhance collaboration with care contractor regarding training, innovation, recreation services and accreditation compliance
- respect and maintain collective bargaining provisions
- be competitive with market and living wage employers
- consider establishing a legacy from our 35th anniversary focused on staff wellness and quality of life
- engage staff and contractors regarding capital improvements to front entrance and nursing station
- update technology systems
- improve staff orientation package
- reduce payroll mistakes
- increase emphasis on internships and mentorship opportunities for medical and nursing students and expand practicum opportunities for care aides and recreation staff
- host more regular general staff and contractor meetings
- expand social media presence and invite team to participate
- enhance emergency preparedness training
- create shadowing opportunities for staff, volunteers, and board members to learn about each other's roles
- consider sharing best practices with similar operators and collaborating to advance broader mission and good for all of the sector
- facilitate access to gym or exercise room for team members to promote wellness

## PRIORITY THREE:

# STRENGTHENING GOVERNANCE

Effectively govern and maintain Three Links Care Society.

## STEPS TO ACCOMPLISH GOAL

To achieve this purpose Three Links will:

- update Constitution and by-laws to comply with *BC Societies Act*
- renew management agreement with Odd Fellows Society (OF) to reflect current circumstances, promote transparency and achieve the objectives identified in this strategic plan
- continue to ensure Three Links Care Society (TL) is compliant with all regulatory and licensing frameworks
- develop Board work plan that monitors progress of strategic plan implementation and prioritizes key performance indicators for regular review/monitoring
- finalize Terms of Reference for Board Audit/Finance, Governance and Redevelopment Committees; establish a Quality Committee
- initiate a focused Board recruitment campaign
- increase diversity of TL Board to better reflect the community we serve
- respond to Accreditation Canada and annual audit recommendations
- continue to ensure TL operates within an annual balanced budget framework
- develop long-term governance structure that is in the best interests of TL
- develop annual meeting calendar that tracks Board agenda items and education opportunities
- review CEO Performance annually; receive regular operational reports from CEO
- update orientation package for new and prospective Board members
- participate in leadership development opportunities
- maintain appropriate insurance coverage, appoint external auditors and conduct annual review of investment policy
- invest portion of TL savings to capital projects that support mission and vision
- adopt and follow an ethics framework
- seek new opportunities to engage families and sector leaders
- review management structure to align with strategic priorities and maximize efficiency
- adopt three-year budget approach
- develop a corporate calendar for management to improve collaboration, reduce scheduling conflicts, sequence action items and improve communications around upcoming events
- review all policies and manuals to modernize and consolidate best practices
- assess compliance with privacy requirements
- regularly seek input from staff/stakeholders and continuous improvement of operations
- respond to annual audit recommendations and improve financial controls, scheduling procedures and payroll administration

## PRIORITY FOUR:

# INNOVATION

**Better utilize current resources to develop more effective solutions to complex care and affordable housing challenges facing Vancouver.**

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### STEPS TO ACCOMPLISH GOAL

Recognizing innovation cuts across the five other strategic priorities, Three Links will promote and develop the following innovations over the next three years:

- 
- review potential redevelopment options for owned Vancouver land assets with an architect and real estate advisor
  - produce and publish a comprehensive annual report that tracks progress on strategic priorities
  - host community forums on seniors care issues for neighbourhood at Care Centre, Manor and Adult Day Care centre
  - develop innovative approaches to the delivery of ongoing training and professional development for staff, volunteers and contractors
  - modernize Three Links computers and accounting software programs
  - develop new approaches to team and volunteer recognition
  - collaborate with VCH regarding the ongoing development of best practices for end of life care, student training and the delivery of recreation therapies in complex care
  - increase investment in food preparation to encourage more diverse and high-quality menu options for residents
  - expand delivery of art therapy, pet therapy and culturally responsive programming
  - integrate nurse call, wander alert and telephone systems improvements
  - consider addition of Nurse Practitioner into complex and community care model
  - consider establishing a home care service to extend reach of our mission and serve more community seniors
  - integrate more formalized intergenerational programming in collaboration with neighbourhood schools
  - enhance Care Centre's front entrance experience
  - consider establishing a scholarship fund for immediate family members of Three Links staff wishing to pursue a career in health care, housing development or social services to mark 35th anniversary
  - create a staff wellness committee



## PRIORITY FIVE:

# COMMUNICATIONS AND COMMUNITY ENGAGEMENT

**Proactively develop, coordinate and strengthen relationships with community partners and deliver consistent team communication to increase awareness of Three Links' strengths.**

## STEPS TO ACCOMPLISH GOAL

Three Links will implement a proactive engagement plan to:

- establish communication plans for each strategic priority
- maintain communication platforms and current database of key stakeholders
- expand volunteer program
- improve effectiveness of ongoing communication with families
- develop and support expanded collaboration for neighbourhood engagement
- publish in-depth articles about team members across platforms
- display and maintain a 'team tree' of staff and contractors
- engage staff in plans to redevelop Care Centre front entrance and nursing station
- create current and relevant information slides for screen savers and staff room TV; establish additional locations around the Care Centre
- identify locations for posters around the Care Centre to promote key messages related to safety, emergency preparedness, mission/vision/values and quality service
- update Board, staff and resident orientation packages; review admission packages
- host public seniors care workshops for community care providers with care staff
- produce and publish short videos to capture Three Links history in the community and commitment to quality care to mark Three Links' 35th anniversary
- refresh web-site and social media applications to reflect strategic priorities
- manage and integrate Accreditation Canada 2018 audit schedule with enhanced staff, contractor and volunteer engagement activities
- publish sponsored content opportunities in community newsletters and publications
- engage in ongoing collaboration with regional and provincial sector partners and associations
- keep Three Links' web-site and social media current and engaging for stakeholders
- establish and maintain communications committee of senior staff
- prepare a refined recruiting tool for new staff, volunteers, vendors and Board Members
- support development of a corporate calendar to enhance internal communications, reduce scheduling conflicts and facilitate continuous engagement and consultation
- unveil a refined Three Links logo/brand to mark end of 35th Anniversary celebration
- participate in Renfrew Ravine project with community partners and Manor residents
- produce relevant materials and communication products in Cantonese
- maintain expanded weekend reception service
- expand collaboration with local schools, colleges and universities

## PRIORITY SIX:

# EFFECTIVE HOUSING MANAGEMENT

Effectively manage existing Three Links housing assets and Odd Fellows management agreement.

## STEPS TO ACCOMPLISH GOAL

For the Manor and two residential properties,  
Three Links will:

- fully develop options to leverage land assets to more fully achieve mission and strategic priorities – including potential for construction of assisted living/independent living units, staff housing and/or affordable rental
- maintain Manor operations and expand recreation services for residents in association with community partners
- maintain current number of subsidized units at Manor in collaboration with BC Housing
- maintain residential properties and communication with tenants
- conduct emergency preparedness drills
- make investments to improve quality of food services
- consider converting select units to respite care in collaboration with VCH
- maintain ongoing communication with and subsidy from BC Housing

Three Links will renew the current management agreement with the Odd Fellows Low Rental Housing Society to:

- monitor progress of the construction project
- negotiate remaining agreements with developer regarding air parcels, common spaces and other design features as needed
- support Board operations
- monitor project agreements with developer and City of Vancouver
- maintain financial viability of Society and finalize plans to repay loan
- oversee completion of terms of financing agreement with developer and ensure new units are returned on-schedule in summer 2019
- prepare transition plans for OF residents to return to new units if they choose
- create conditions for OF to become a self-sufficient entity by end of 2020
- coordinate communications with developer as needed
- establish and maintain stand-alone web-site and communication plan
- follow through on audit recommendations

# IMPLEMENTING VISION 2020

To guide the implementation of the three-year strategic plan, Three Links management will develop a comprehensive work plan and corporate calendar in the final weeks of 2017 and first weeks of 2018.

These plans will be guided by a three-year budget that provides a reliable fiscal framework and ensures resources are available to implement all measures being proposed. This budget plan will be completed for Three Links Board approval in early 2018.

Over the first six months of 2018, the Three Links Board and management team will prioritize approximately 100 performance indicators and 60 risk mitigation plans that have been identified alongside the strategic goals.

The result will be a continuous process of reporting and stakeholder engagement over the next three years and publication of annual performance reports starting in the fall of 2018.



**A resident-centred care model will guide implementation of the Three Links strategic plan over the next three years.**