

Innovating Care is Our Tradition

創新與傳統共融

2021 Annual Report 年報



Message from the Centre

2021 has been a year of continued strength and renewal for Yee Hong. Universal access to COVID vaccines helped us turn the corner, and the respite between pandemic waves permitted a careful and step-wise return to in-person activities. Yee Hong remains strong and vibrant.

Our passionate and resilient staff make all the difference, with the support of our Yee Hong leaders, our supportive family members and of course our residents and clients. Our communities continue to trust Yee Hong for safety and the highest quality of culturally-appropriate services and care – both at our long-term care centres and in their own homes across the Greater Toronto Area.

We do everything we can to make each day's experience for our clients and residents the best it can be, no matter the circumstances. Here are some of the things that made us proud this year:

- Exceeding the provincial average in important measures of resident health and wellness.
- Exceptional vaccination uptake among long-term care residents, with 100% of eligible staff fully vaccinated.

- Meeting all Required Organizational Practices Standards from Accreditation Canada. Accreditation is a multi-year process to show our commitment to minimize risk and deliver the safest care. This October 2021 survey was an interim step before an on-site survey of Yee Hong teams, processes and facilities for full renewal of our "Exemplary" standing in Summer 2022.

- An operating surplus for the 2021 fiscal year, despite higher costs for pandemic supplies and extra staff. Careful stewardship of the Centre's financial resources means donor dollars go straight to the construction of new long-term care homes.

Next year we look ahead to enrolling international students in our PSW training program, preparing final approvals for new Yee Hong buildings, hiring hundreds more caring professionals, and sharing our expertise with clients across Canada and around the world. Yee Hong must grow to serve our communities better, and we are ready for the challenge!

We have been truly blessed to have the support of our entire Yee Hong Family. Your continued active support of Yee Hong helps us to thrive and flourish for our seniors.

頤康中心獻辭

2021年是頤康煥然一新且日益強大的一年。新冠疫苗的普及幫助我們轉危為安。在大流行的反覆延宕期間，我們謹慎、循序漸進地恢復線下活動。頤康一如既往的堅韌並保持活力。

在管理層、家屬、院友及服務使用者的支持下，我們充滿激情和韌性的員工令頤康的服務與眾不同。無論是我們的長期護理中心還是對大多倫多地區的家庭護老支援服務，頤康安全、高質素及切合文化的護理和服務，始終得到社區的認可。

不管處於何種困境，我們竭盡所能保證服務使用者和院友每天都得到最佳的服務體驗。以下是本年度我們引以為豪的一些成績：

- 院友健康保健的重要指標超全省平均水平。
- 長期護理中心院友疫苗接種率非常高，員工接種率達100%。
- 頤康在加拿大衛生服務鑑證機構審核中達到所有標準。認證需要多年的時間，以表明我們一直將風險降至最低，並提供最安全的護理。2021年10月的審核是在2022年夏季對頤康團隊、運作和設施進行現場調查之前的一個臨時步驟，以全方面評估頤康的「模範」榮譽。
- 儘管疫情期間產生額外的物資和員工成本，但頤康的2021財政年度仍有運營盈餘。謹慎管理中心的財政資源意味著捐贈者的錢可直接用於建造新的長期護理院。

明年，我們將計劃招收國際學生參加個人護理員培訓項目，為頤康新大樓的建築工程準備最後的批文，聘請數百名專業護理人員，並與加拿大和世界各地的客戶分享我們的經驗。頤康必須成長才能更好地服務社區，我們亦準備好迎接挑戰！

我們很幸運始終有整個頤康大家庭作堅強的後盾。您持續的支持和鼓勵是我們前進的動力，將幫助更多長者健康快樂地安享晚年。



Anthony Chang 張潮華
Board Chair
Yee Hong Centre
頤康中心董事會主席



Dr. San Ng, PhD 伍倩文
Chief Executive Officer
Yee Hong Centre
頤康中心首席行政總監

Message from the Foundation

The success of a culturally-specific long-term care home was not always a foregone conclusion, even within a city as diverse as Toronto. When Yee Hong first started in the late 1980's, there were doubters and naysayers. But with belief and conviction in the cause, a small group of volunteers became a large group of donors and supporters.

As they say, the rest is history. With an extraordinary track record of almost 30 consecutive years of accredited service delivery, an organizational headcount of over 1,200, and an operating budget of almost \$90 million (as of 2020), Yee Hong is an unequivocal success story.

However, it is clear that there is still so much to do, given our waitlist of over 8,000 people and wait times for one of our long-term care beds could be as long as 10 years. While we could bask in the spotlight of our past achievements, we are not content to rest on our laurels.

Instead, we are intensely driven by our vision and values to achieve our mission: to offer a full continuum of culturally-appropriate services and care for seniors living in any setting to optimize their physical, mental, social and spiritual well-being, and build organization and system capacity for high quality, inclusive, and integrated services and care.

It's why we applied for new bed licenses when the province finally understood the need for more long-term care. It's why we launched our Love Gives Capital Campaign (during a pandemic!) after we and our partners were granted 800 new bed licenses across three new facilities. It's why we are confident of history repeating itself after we established the most ambitious charitable goal ever in the Chinese Canadian community – \$80 million to kickstart construction of the new facilities, which will cost a total of over \$320 million.

It's why we are poised for success.

But just as every success story is built on the support of countless others, we need the support of the entire community. We need all of you to donate, sponsor, support and volunteer like never before.

The new Yee Hong long-term care homes will bring in more than \$40 million annually to our community, indexed to inflation, in perpetuity. That means hundreds of new jobs and even more programs and services for our seniors. It is a momentous opportunity that we cannot afford to squander.

While we have endured a difficult couple of years, with the limitations of the pandemic and the pivot to (mostly) virtual fundraising, we are moving forward with clear eyes and full hearts, completely confident in our purpose and mission.

Please join us as we start Yee Hong's next chapter.

頤康基金會獻辭

儘管多倫多是個多元文化的城市，但擁有一家優秀且具文化特色的長期護理院絕非必然。頤康在80年代末剛成立時，也曾有質疑和反對的聲音。但憑著堅定的信念，我們由最初幾位義工發起的團體，逐漸發展為有一大群捐贈者和善長支持的非牟利長者護理機構。

頤康的成就是有目共睹的。我們有將近30年優質護理服務的記錄，並獲得廣泛的認可。頤康中心的員工超過1200名，營運預算接近9000萬（據2020年資料），這些都印證了頤康的成功。

然而，頤康現有的服務仍不足以滿足社區的需求。超過8000名長者正輪候我們的長期護理床位，且輪候時間可長達10年之久。我們無法沉浸於過往的成就，對長者護理迫切的需求令我們必須繼往開來，擴展服務範圍。

頤康的願景和價值觀時常提醒著我們毋忘初衷，努力達成使命：為不同背景的長者提供連貫性、優質和切合文化需要的服務，優化他們的身體、情緒、社交和心靈健康，完善制度以持續提供高質素及具包容性的綜合式護理服務。

人口老化令安省政府終於意識到長期護理服務日益增長的需求。頤康隨即向政府申請新床位的牌照，在獲批准於三家新護理院新增800張床位後，基金會在疫情期間開啓「愛，刻不容緩」新院籌建計劃。三家新中心的興建總開支超過3.2億，而籌集8000萬作為建築工程啓動資金是籌款計劃的第一步。儘管這是加拿大華人社區有史以來籌款數額最龐大的計劃，但過往眾多善長的慷慨解囊，令我們滿懷希望和信心，新院的落成也指日可待。

頤康已蓄勢待發！

其實，每一個成功故事都是建基於無數熱心人士的支持。我們比以往任何時候更需要社區總動員，善長、贊助商及義工的鼎力支持，才能使頤康走得更遠。

三家新中心建立後，政府每年將貼補4000萬，並持續與物價通脹成正比。此舉不僅意味著能提供幾百個就業崗位，還能造福更多長者。這是一個千載難逢的好機會。

雖然這是艱難的兩年，面臨疫情的局限性和線上籌款的挑戰，但我們仍帶著更加明確的目標，並充滿信心地繼續向前邁進。

請與頤康一同揭開新的篇章。



**Dr. Joseph Y.K. Wong
王裕佳醫生**

Yee Hong Founder and
Foundation Board Chair
頤康創辦人及基金會主席



Stephen Siu 蕭顯揚

President of Yee Hong
Community Wellness
Foundation
頤康基金會總裁

About Yee Hong 關於頤康

Vision

Seniors living their lives to the fullest, with independence, health and dignity.

Mission

Yee Hong offers a full continuum of culturally-appropriate services and care for seniors living in any setting to optimize their physical, mental, social and spiritual well-being. We build organization and system capacity for high quality, inclusive, and integrated services and care.

Values

WE CARE

By being compassionate and seeking to understand and support each other. By respecting diversity and being inclusive and equitable. By supporting people to be independent and make their own choices.

WE COLLABORATE

By working together to achieve our shared vision and goals. By leveraging our combined strengths to pursue opportunities and address challenges. By partnering to increase our positive impact on our clients, staff and the system.

WE COMMIT

To pursuing excellence through continuous learning, innovation and improvement. To empowering our people to be the best they can be within a progressive organizational culture and work environment. To having integrity and being accountable and to advocating for improved equity and social justice.

願景

讓長者活得豐盛、獨立、健康且有尊嚴。

使命

頤康提供具連貫性和切合文化需要的服務，讓不同背景的長者在身體、情緒、社交及心靈上倍感幸福；我們建立的制度，有能力提供高質素、包容性的綜合式護理服務。

價值觀

我們關懷——關愛彼此尋求互相理解和支持。崇尚多元化、以包容和公平為原則。支援他人保持獨立性和自決性。

我們協作——通過合作達成共有的願景和目標。結合優勢去追尋機會和應對挑戰。通過夥伴關係增加對服務使用者、職員和醫療制度的正面影響。

我們承諾——通過持續學習、創新和優化去追求卓越。讓員工在一個與時俱進的機構文化和工作環境中獲得最大發揮。具備誠信和責任感，並且倡議公平和社會公義。



New Brand and Strategic Plan 新的品牌標誌及策略計劃

In 2021 we were pleased to announce our next three-year Strategic Plan to build the organization for future generations. We are leveraging our strong foundation and we are clearer than ever before about where we are headed.

Our new strategy has three goals:

1. Elevate the experience of our diverse seniors to the next level through program/service expansion and innovation.
2. Renew and build our capacity for a strong and sustainable organization poised for growth.
3. Be a valuable leader and partner in transforming the seniors sector as part of an integrated system.

We are dedicated to sharing what we have with other organizations and communities to advance population health locally and around the world. In addition to delivering services, our mission is **increasing opportunities for seniors everywhere to have access to culturally sensitive, person-centred services**. We do this by supporting other organizations and systems to build their capacity through advisory services, education and research.

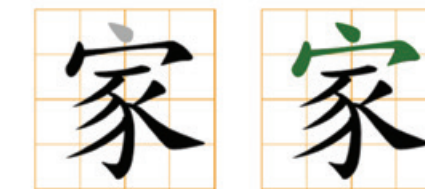
In 2021, we also brought a new brand for Yee Hong. We introduced a new logo to show that “family” is a core value at Yee Hong. Borrowing from the Chinese character for family, we re-interpreted the top radical (which means “shelter”) to create a new symbol for Yee Hong. Bold strokes depict energy and action as we move into a new era of renewal and growth, and new complementary colours express our ongoing commitment to diversity, inclusion and social justice. At Yee Hong, we are family to our residents, clients and their family members, to each other as colleagues and with our system partners.

我們在2021年宣布了下一個三年策略計劃，更好地規劃頤康將來的發展。在利用自身強大基礎的同時，也比以前更清楚地看到我們的方向。

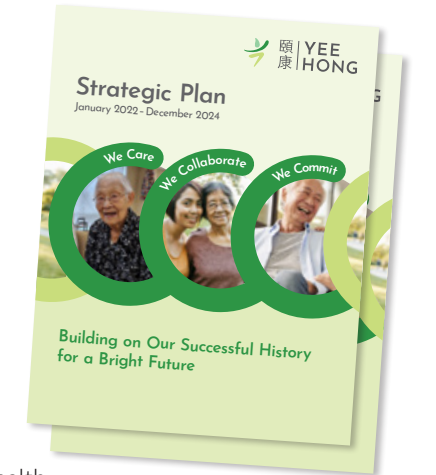
新策略有三個目標：

1. 通過項目/服務的擴展和創新，將我們多元化的長者體驗提升至新水平。
2. 更新並加強我們的能力，使之成為一個強大且可持續發展的機構，並為其發展做好準備。
3. 作為綜合體系的一部分，在改造長者服務行業的過程中，成為難能可貴的領導者與合作夥伴。

我們致力於和其他組織和社區分享我們的成果，以促進本地及世界各地的人口健康。除了提供服務外，我們的使命是**為各地的長者提供更多的機會，使他們能夠獲得具有文化敏感度且以人為本的服務**。我們通過諮詢服務、教育和研究來支持其他組織和體系的建設。



2021年的更新也為頤康帶來了一個新的品牌。我們引入了一個新的標誌，以表明「家」是頤康的核心價值。借用「家」的漢字，我們對其部首「寶蓋頭」做了重新詮釋（意為「庇護所」），為頤康創造了一個新的符號。大膽的筆觸表明了我們為改革和創作做好了充分的準備，而新的互補色則表達了我們對多樣性、包容性和社會正義的持續承諾。在頤康，我們的院友、服務使用者和家屬、員工、以及我們的系統合作夥伴，都是一家人。



Yee Hong's Continuum of Care and Services 頤康連貫式護理服務



Excellence in Seniors Services & Sector Transformation 卓越的長者服務及行業轉型

Yee Hong's Long-Term Care Performance Indicators 頤康的長期護理服務質素表現

Yee Hong continues to keep our seniors and staff safe. We remain focused on providing exceptional care and high-quality services to ensure our long-term care residents' diverse and changing needs are met. **Yee Hong continues to exceed the Ontario average in important measures of resident health and wellness, and we performed remarkably well in maintaining and elevating residents' quality of life.** We achieved these results despite the fact that nearly 72% of Yee Hong's residents are over 85 years old, compared to the Ontario Long-Term Care Home average of 55%. Although Yee Hong's performance was better than the provincial averages (Chart 1) in all seven benchmarks, we strive for continual improvement to elevate residents' experience to the next level.

What do these numbers mean? These benchmarks are performance targets that organizations like Yee Hong can aim to achieve, and they represent good resident outcomes and high-quality care. We continue to innovate our service delivery, staff training and technology to improve our quality of care and enhance resident wellness in our Centres. This ongoing action plan ensures we exceed these markers of excellence year after year and continue to be a leader of exceptional care in the long-term care sector.

頤康始終保護長者和員工的安全。我們持續專注於提供卓越護理和高質素服務，以滿足頤康長期護理院院友的多樣化且不斷變化的需求。頤康院友的健康和保健方面的指數繼續超過安省平均值，我們在維持和提高院友的生活質素方面表現出色。近72%的頤康院友年齡超過85歲，而安省長期護理院的這一平均值則為55%。雖然頤康所有七項基準均優於安省平均值(圖1)，但我們仍努力改進，將院友的體驗提升至更高的級別。

這些數值意味著什麼？這些基準是像頤康這樣的護理機構可以實現的績效目標，它們代表著良好的住院體驗和優質的護理。頤康不斷更新服務項目、加強員工培訓和技術，以提高護理質素及中心院友的健康指數。該執行計劃確保我們年復一年地超越這些卓越指標，並繼續成為長期護理行業中的領導者。

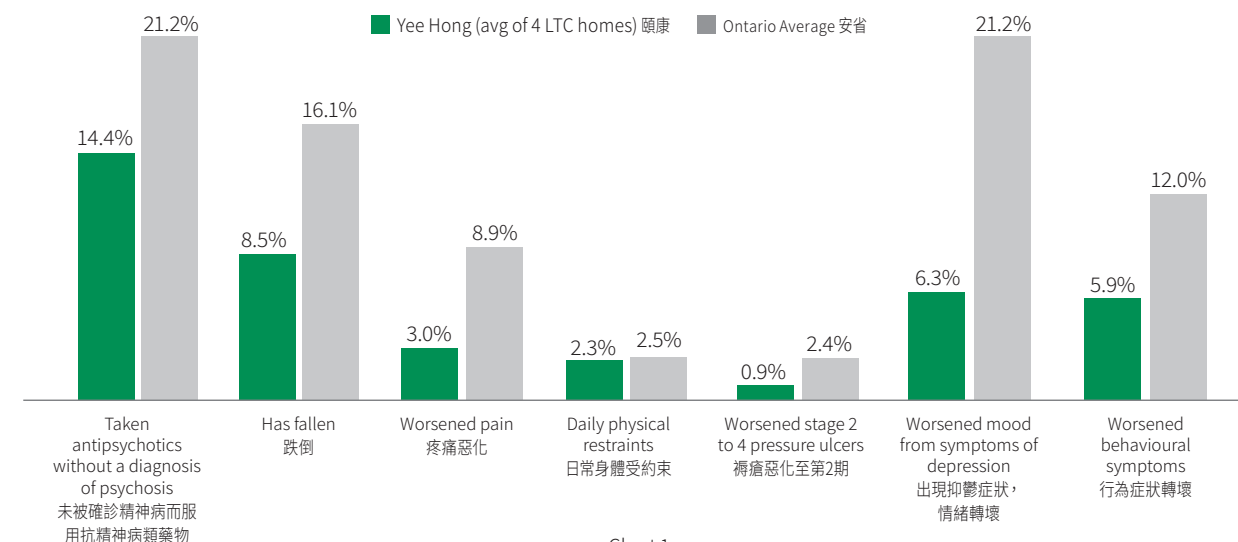


Chart 1
圖 1

Creative and Collaborative Community Care 社區關愛:具創新和協作精神

Yee Hong's **Community and Professional Services** team continued to meet the pandemic challenge with compassion and creativity. New and renewed services this year helped seniors throughout the community age happily and in good health.

Our very first community kitchen opened in May, serving more than 7,800 delicious and nutritious meals to seniors throughout the GTA this year. Adult Day Program participants cycled around the world on brand-new virtual reality bikes.

But that's only half of the equation. Providing excellent care to seniors also means supporting those who care for them at home. We knew we had to ramp up our caregiver support services.

A generous \$150,000 one-time grant received from the Petro-Canada CareMakers Foundation allowed the team to do just that. This new funding strengthened support services for family caregivers here in our communities, but caregivers everywhere deserve access to high-quality services.

Through a partnership with the Gaia Community Care and Wellness Society in Vancouver, Yee Hong's comprehensive caregiver support service model will be replicated for caregivers in other communities, as well. These initiatives are just one snapshot of Yee Hong's commitment to providing **compassionate, collaborative and excellent** care to seniors and caregivers living in their own homes.

頤康社區和專業服務團隊用愛心和創造力迎接新冠疫情的挑戰。今年開展及更新的社區服務幫助長者在大流行病的起伏中愉快且健康地生活。

頤康首個社區廚房在5月開業，為整個大多地區的長者提供了7800多份美味又營養的膳食。耆老日間服務開展了全新的虛擬活動，令參與者在虛擬現實中能騎自行車環遊世界。

但這僅僅是我們社區服務中的一部分。為長者提供出色的護理也意味著要幫助那些在家中照顧他們的人。我們清楚地認識到加強對照顧者的支援服務的重要性。

感謝Petro-Canada CareMakers基金會一次性撥款15萬元予頤康。這筆新資金使我們能更好地幫助社區內的居家護理人員。然而，我們亦希望有更多照顧者可以受益。

通過與溫哥華佳頤中心的合作，頤康的綜合護理人員支持服務模式也將複製給其他服務加拿大華裔長者的社區。這些舉措只是頤康致力於為居家長者和照顧者提供**富有同情心、協作性和卓越護理**的一個縮影。



Optimum Living for the Dying – Yee Hong Peter K Kwok Hospice 頤康郭幼廷寧安中心: 生命盡頭的寧靜港灣

Compassion, kindness, comfort and peace.

These are the words community members often use to describe their experiences at the Yee Hong Peter K Kwok Hospice. This year, our interprofessional hospice team continued to demonstrate what it means to provide optimum and dignified living for the dying.

Through person-centred, culturally appropriate palliative services, our team supported 110 residents this year who spoke diverse languages, including Cantonese, Mandarin, Tagalog, Japanese, Tamil, Punjabi, Urdu, Gujarat and German. Multi-lingual bereavement services also helped caregivers experiencing loss.

During a pandemic, remote options improve safety for everyone and enable loved ones to say good-bye from around the world. Through virtual palliative support and bereavement programs, trained volunteers provided weekly phone and video chats to alleviate loneliness. In total, 78 palliative clients and caregivers benefited from virtual services this year, and enrolment continues to rise.

憐憫、仁慈、安慰及平靜。社區成員經常用這些詞形容頤康郭幼廷寧安中心。今年，我們的跨專業臨終關懷團隊展示了為臨終者提供最佳且有尊嚴的護理意味著什麼。

通過以人為本和文化適宜的善終服務，我們的團隊為來自不同語言背景的110位臨終者提供護理，包括粵語、普通話、他加祿語、日語、泰米爾語、旁遮普語、烏爾都語、古吉拉特語和德語。多語種的喪親服務幫助家人釋懷至親的離世。



Remarkable Vaccine Uptake Reduces COVID Risks 院友及員工的高疫苗接種率降低新冠風險



As COVID-19 remains widespread in our communities, vaccines offer us a lifeline. Yee Hong is incredibly proud of our exceedingly high vaccination rates. Most of our long-term care residents, essential family visitors and close to all staff were fully vaccinated this year. Thank you to our care teams, Public Health and hospital partners for their collaboration in this achievement.

Yee Hong also wanted to help the larger community. Many community members face

language and technology barriers in accessing the vaccine. In response, our Community and Professional Services Division opened a Vaccine Support Hotline to educate the public about the importance of vaccines. The team also helped people register for a shot if they weren't able to themselves.

由於新冠疫情仍廣泛存在於社區內，疫苗為我們提供了一條防禦的生命線。頤康因極高的疫苗接種率而引以為豪。大部分頤

康長期護理院院友、必要照顧者以及近乎所有員工已在今年接種疫苗。感謝我們的護理團隊、公共衛生部門和醫院合作夥伴為這一成就所付出的努力。

頤康也希望能更多地為社區提供幫助。許多社區成員在獲取疫苗信息方面面臨語言和技術障礙。為此，我們的社區和專業服務部開通了疫苗熱線，向公眾宣傳疫苗的重要性，並幫助大家登記接種疫苗。



在疫情期間，虛擬葬禮在確保了大家安全的情況下，也可讓在全國或世界各地的至親前來悼念。受過培訓的義工亦通過每月的電話和視像聊天為病人和家屬緩解孤獨感。已有78位臨終患者與照料者從中受益，且報名人數還在繼續增加。

Building Organization & System Capacity 卓越的長者服務及行業轉型

Teaching Others the “Yee Hong Way” 傳授「頤康模式」



The **Advisory, Education and Research** division had a busy year in 2021, its first full year of operation. We're building Yee Hong by growing our team and leveraging the extensive experience of our existing subject matter experts. We're also sharing what we know with other organizations and the health and social services systems to strengthen the seniors care sector.

Our advisory services team provided over 600 hours of advisory services to other non-profit entities since its inception. Yee Hong experts were deployed into the field for knowledge transfer, training and research assignments that will benefit seniors today, tomorrow and beyond.

We're also graduating new Personal Support Workers twice yearly from Yee Hong's private career college. In 2021, the Yee Hong Training and Learning Centre trained dozens of students, and we've just launched the sixth class. Many students were already familiar faces in our



community, and Yee Hong was pleased to hire 24 graduates. Their new credentials and work experience will improve their career prospects, and everyone benefits when trained PSWs enter the local workforce.

Our growing community of student graduates and satisfied residents and clients shows the impact we're having beyond our own organization. Looking ahead, we're developing research partnerships, proposing new initiatives for external funding and reaching out to government to innovate seniors care.

The Advisory, Education and Research division is excited to advance Yee Hong's mission to build capacity across the sector by sharing our knowledge and best practices in delivering excellent and culturally-appropriate seniors services and care.

2021年，頤康新成立了**諮詢、教育和研究**部門。我們通過擴大團隊及利用我們豐富的經驗來完善頤康的體系。同時，我們也樂於與其他同行機構分享，強化長者護理行業的整體質素。

我們的諮詢部門已為其他非營利機構提供超過600小時的諮詢服務。頤康的專家也被聘請到外地進行知識分享，開展培訓和研究項目，幫助更多長者。

頤康的個人護理員私立職業學校每年成功送走兩批畢業新生。2021年，頤康學習中心培訓出幾十名優秀學生，第六期課程也已正式啟動。許多學生在社區工作中嶄露頭角，而頤康亦有幸聘用了其中24名畢業生。這些證書和工作經驗將改善學生的職業前景。每一位受過專業培訓的個人護理員進入職場時，都將占據優勢。

我們不斷增長的畢業生、滿意的院友和客戶群體都表明，頤康的影響已經超越其自身所限。展望未來，我們將開發研究夥伴關係，開拓外部資金的來源渠道，並繼續與政府協作以推動長者護理的創新發展。

諮詢、教育和研究部門將致力於推動頤康的使命，通過分享我們在提供優秀且切合文化的長者服務和護理方面的知識和最佳實踐，來完善整個行業的護理水平。

Speaking Up and Speaking Out to End Racism 為結束種族主義發聲

Yee Hong was founded on anti-oppression values and principles. Our daily work with Chinese and other Asian Canadian seniors is the most visible sign of our commitment. Yee Hong is also an advocate, building a stronger system and care delivery roles. Our full continuum of culturally appropriate services and care empower seniors, caregivers and families to live their lives to the fullest.

In 2021, Yee Hong used our voice to fight racism. We continue to diversify our hiring (and the range of languages our staff can speak with Yee Hong seniors!) and every year we are proud to celebrate Asian Heritage Month and other culturally significant events.

Equity matters, and the consequences of inequity extend beyond dignity and justice. People born in Canada are much more likely to be financially secure compared to peers born abroad. That's true for everyone, Chinese or not. But only 3% of Chinese-Canadian seniors were born in Canada and therefore most of the seniors we serve are less financially secure.

Please take some time to reflect and consider what we can do to prevent racism and oppression. Yee Hong invites you to join us in this important journey.

頤康建立在反壓迫的價值和原則之上。為華裔和其他加拿大亞裔長者提供優質服務是我們的日常工作，也是我們的承諾。頤康亦倡導建立更強大的體系及護理服務角色。我們全面及連貫性的切合文化需求的服務，使長者、關顧者及家人活得更豐盛。

2021年，頤康為反種族主義發聲。並繼續進行多元化的招聘（讓我們的員工用頤康長者的語言與其交流！）。每年，我們也都為慶祝亞裔月和其它重要的文化節日而自豪。

公平很重要，它是尊嚴和正義的基礎。與在國外出生的同齡人相比，在加拿大出生的人更可能獲得經濟上的保障。在這方面人人如此，無論是否是華人。但是，只有3%的加拿大華裔長者在加拿大出生，因此我們所服務的大多數長者的經濟保障都較差。

請花些時間反思，考慮我們能做些什麼來防止種族主義和壓迫。頤康邀請您加入我們這個重要的旅程。

Yee Hong Foundation Connections with the Community

頤康基金會與社區聯繫

Love Gives Capital Campaign 「愛·刻不容緩」新院籌建計劃



Canada's population is aging. Over 8,000 seniors are waiting for a Yee Hong long-term care bed, and the wait time can be as long as 10 years, compared to the provincial average of 152 days. This incredible demand for our

high quality, culturally-appropriate senior care will only grow in the future.

Yee Hong has responded by launching the "Love Gives" Capital Campaign to build three new long-term care centres in Scarborough, Markham and Mississauga. The new facilities will add 800 more beds, which will double our current capacity and shorten the wait time for essential geriatric care.

However, the total construction cost for the new centres is estimated at \$320 million, and we must raise \$80 million to kickstart the project. This is by far the largest and most ambitious charitable goal in the history of Canada's Chinese community.

With the generous support from our dedicated donors and supporters, we are blessed to have raised \$10 million for the Capital Campaign already, including the very generous contribution of \$5 million from the Wu Si Chong Foundation.

We have formed a very strong Campaign Cabinet of 70 renowned leaders from the community, adding tremendous credibility to our cause.

In economic terms, the \$80 million investment will bring in a total annual operating subsidy of \$40 million from the provincial government, indexed to inflation, for perpetuity; and generate over 1,000 new



permanent jobs. We need the total mobilization of our community to take on this challenge. The groundbreaking of the new Scarborough centre is already scheduled for 2024. We must do everything to make this dream a reality.

加拿大人口老齡化趨勢加劇。目前，超過8000位長者仍在等待頤康的長期護理床位，等待時間最長可達10年，而安省平均等待時間僅需152天。由此可見，社區對頤康高質素及具文化特色的長者護理的需求只增不減。

為應對這迫在眉睫的挑戰，頤康正啟動「愛·刻不容緩」新院籌建計劃，目標在士嘉堡、萬錦及密西沙加增建三所長期護理中心。新中心將為頤康增加800張床位，這將使我們的服務對象增加一倍，並縮短輪候時間。

然而，三家新院的興建總開支超過3.2億，而我們必須籌集8000萬作為新院建築工程的啟動資金。這是加拿大華人社區有史以來金額

最大的籌款運動。在眾多善長和社區的慷慨支持下，頤康現已籌集了1000萬善款，其中包括來自伍時暢慈善基金捐贈的500萬。

為了儘快啟動建築工程，我們已組建了由70位社區領袖帶領的籌款委員會，這為籌款工作注入了活力。

從經濟角度出發，這8000萬的建築啟動資金將為新中心帶來省府每年4000萬與通貨膨脹率掛鉤的營運補貼，並提供超過1000個新的就業機會。我們需要整個社區的幫助以全力應對這份挑戰。新士嘉堡中心的工程將計劃於2024年啟動，我們必須竭盡全力，為造福長者的明天而不懈努力。

The Foundation as A Member of Our Yee Hong Family 基金會作為頤康大家庭的一員

Yee Hong Community Wellness Foundation is an integral part of the Yee Hong family. Our mission to raise funds and handle communications for our sister Yee Hong organizations has not changed since our inception over thirty years ago, though the scale of our work has.

While the long-term care services of Yee Hong Centre for Geriatric Care has always been our primary beneficiary, we have added numerous others in recent years, including Yee Hong's Community and Professional Services, Yee Hong Peter K Kwok Hospice, and more. The Foundation's success IS Yee Hong's success.

As we embark on our largest and most ambitious campaign ever, Yee Hong Community Wellness Foundation will continue to follow accepted best practices for charitable fundraising work, including being a legally distinct organization from the caregiving side. This allows us to have a dedicated board that is focused specifically on our mission to raise money for Yee Hong.

基金會自成立三十多年來，始終在頤康社群扮演著籌款、宣傳和公共關係的重要角色。近年來，隨著頤康的發展，我們的工作規模也不斷擴大。

除了為維持四間頤康長期護理院的正常運作籌募善款以外，我們亦需要為新的項目籌集急需的資金，其中包括頤康社區及專業服務、頤康郭幼廷寧安中心等。基金會是頤康持續發展的堅強後盾。

目前，我們正在為建新院開展頤康歷史上規模最龐大的籌款項目。基金會將秉承使命，利用最佳的籌款理論和實踐經驗，與頤康一同攜手並進。



2021 Fundraising Highlights 主要籌款活動



Wu Si Chong Foundation Donates \$5 Million - Largest single gift ever to Yee Hong 伍時暢基金會捐贈500萬 - 頤康史上最大單筆捐款

Yee Hong Foundation received an unprecedented gift of \$5 million from the Wu Si Chong Foundation. This is the largest single gift ever to Yee Hong. This major donation will support the “Love Gives” Capital Campaign to fund the construction of three new long-term care homes. Wu Si Chong Foundation is a family foundation established by Hong Kong businessman Mr. Ng Siu Chan.

頤康基金會收到由伍時暢基金會所捐贈的500萬元。這對頤康而言，是一份史無前例貴重的禮物。這筆善款將用於支持「愛·刻不容緩」新院籌建計劃，為增建三家新護理院的工程邁出一大步。伍時暢基金會是由香港商人伍兆燦先生創辦的家族公益基金會。

Dragon Ball 2021 龍宴

Due to safety concerns surrounding COVID-19, we moved the 2021 edition of Dragon Ball online, hosting our first-ever virtual gala through multiple platforms. Over 13,000 views were recorded on Facebook and YouTube on the event night. The signature fundraising gala was also broadcast on OMNI TV's channels and iQIYI's North America platform. Despite all the changes to the event, we were still extremely successful, raising a total of \$680,000.



由於疫情緣故，我們把「龍宴」改以網上形式進行。晚宴首次通過不同網絡平台在線上與大家見面。當晚，Facebook和YouTube合共錄得超過13,000次觀看次數。而這矚目的籌款晚會也轉播至加拿大多元文化電視台 OMNI TV 的頻道，以及愛奇藝北美洲站。活動排除萬難，成功舉辦，一共籌得68萬善款。

Dragon Raffle 「龍情愛心」慈善獎券



Thanks to the strong support of Audi Uptown for donating a brand-new Audi A3 as the grand prize of the Dragon Raffle 2021. Audi Uptown has been a long-time supporter of Yee Hong.

感謝Audi Uptown的大力支持頤康，捐贈一輛全新的Audi A3房車，作為2021龍情愛心慈善獎券的大獎。Audi Uptown是頤康的長期合作夥伴，一直鼎力支持頤康的各項慈善籌款活動。

Memories of Grandma's Kitchen 「幸福的味道」慈善廚藝秀



The main objective of this project was to use “memorable dishes” as a medium to link seniors with their younger generations through a series of cooking demonstration videos.

此廚藝秀的主要目的是透過承載親情與記憶的美食，把老少兩代連繫在一起，促進他們之間的交流。頤康安排投稿入圍者與家人一起錄製烹飪視頻，向大眾分享親情的故事，旨在提升社區對長者的關注。

The 25th Yee Hong Golf Classic 慈善高爾夫球賽



The pandemic caused cancellations or postponements of some key events in our fundraising calendar, but it didn't stop us moving forward to achieve our goals. The 2021 Yee Hong Golf Classic tournament set two new records. We are proud to have hosted 136 golfers, the highest participating number in the history of Yee Hong's golf fundraisers, and raised a record-breaking amount of \$90,000.

在疫情的籠罩下，即使一部分重要籌款活動被延期或取消，但這並攔阻我們努力向前，達成目標。今年的頤康慈善高爾夫球賽刷新了兩項新紀錄。不僅是歷屆以來獲得最多參加者的一年，共136位高爾夫球手參賽，而且籌款額亦創新高，合共籌得9萬善款。

Break The Loneliness: Yee Hong A1 Radiothon 打破孤獨：頤康A1中文電台籌款

Throughout the 11-hour broadcast, our annual radiothon with Sing Tao A1 Radio raised over \$170,000. The theme, “Break The Loneliness”, intended to raise awareness for essential geriatric care. Residents, families, and community members shared their stories about how their lives have been touched by the exceptional care provided by Yee Hong through a full spectrum of services.

一年一度的頤康基金會星島A1中文電台籌款，通過11小時的直播共籌得善款超過17萬元。本次活動以「打破孤獨」為主題，希望提高大眾對長者問題的關注。頤康院友、家人及服務使用者等在直播中分享他們的真實故事，講述長者在面對孤獨時的無助和恐懼，以及頤康的服務如何令他們重拾快樂的晚年。



Fundraising for Hospice 為頤康郭幼廷寧安中心籌款

Since the start of operations in November 2020, Yee Hong Peter K Kwok Hospice has provided high-quality care and support to residents in their final days, to go in comfort, peace, and with dignity, in our beautiful home-like, tranquil environment.

Yee Hong Peter K Kwok Hospice receives only partial funding from the Ministry of Health, so we must raise over \$450,000 each year to ensure smooth operations and offer all hospice programs and services at no cost to residents and their families. In 2021, our fundraising efforts included the Love & Light anniversary event and the Sing For Love online concert, raising over \$136,000 for the hospice.

自從2020年11月成立以來，頤康郭幼廷寧安中心一直為末期病患者提供高質素的照顧和善終護理，希望讓每一位在生命末期的病人過得安詳、適意、在如家一樣溫馨的地方有尊嚴地離開人間。

入住寧安中心的病人無需支付任何費用。中心運作一部分靠政府的撥款，此外，基金會還需每年籌集超過45萬，以維持其日常的開支。在2021年，頤康在「愛之光」網上悼念遺愛籌款活動以及「暖暖歌聲頌親情」慈善音樂會中，為寧安中心總共籌得超過13萬6千元。

Love & Light 2021 「愛之光」網上悼念遺愛籌款



To celebrate the first anniversary of the hospice, residents' families were invited to a cheerful holiday event to illuminate the memory of their loved ones. We shared hot chocolate, ginger cookies, Christmas carols and welcomed the holiday season together with gratitude, compassion, and most of all, with love.

為慶祝寧安中心成立一周年，我們在聖誕前夕邀請家屬參與這個充滿節日氣氛且具意義的活動，並藉此緬懷摯愛。大家預備了熱巧克力和薑餅等茶點，一同唱聖誕歌，帶著愛和感恩的心，迎接歲末年初。

Sing For Love 2021 「暖暖歌聲頌親情」慈善音樂會



In December 2021, over 50 talented singers, musicians and dancers, ranging from 40 to 80 years old, performed during the Sing For Love online concert, which was livestreamed to Yee Hong's YouTube and Facebook channels. Performers raised money through pledges and sponsor groups, and awards were presented to the individual and group with the highest amount raised.

在12月，50多位年齡從40至80歲的愛心唱將、樂手和舞者，在「暖暖歌聲頌親情」慈善音樂會中參與慈善表演。音樂會在頤康的YouTube和Facebook頻道現場直播。大家通過歌聲為頤康籌款。為了鼓勵更多人的參與，我們還設立了個人及團體最高籌款獎項。

Third-Party Events 社區籌款活動



Toronto International Dragon Boat Race
多倫多國際龍舟賽



Ping4Alzheimer
「乒乓健腦樂園」



Silver Ball
銀光月影舞年華



My Mulan Drama Dance
木蘭舞劇



Toronto Police Golf Tournament
多倫多警察局年度高爾夫球賽



Yee Hong Next Gen Online Seminars
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Best Deal Graphics & Printing
Black & McDonald
BMO
BrokerLink
Canadian City Post
Century21
Cheelo Graphics Inc
Codhesive Solutions
Complete Purchasing Services Inc
Concord Apparel Canada Inc
Dynacare
East Court Residence
Easyca.ca
EliteGen Magazine
Fotile Canada
Greenfield Golf
Hanson Canada
Heritage Funeral Centre
Hong Kong Economic & Trade Office - Toronto
HSBC Bank Canada
Hydra Films

Betty Yeh
Julie Yeh
Jenny Yuen
John Yeung
Rita Yip
Derek Yu
Loretta Yuen
Madeline Ziniak
Lydia Zorn

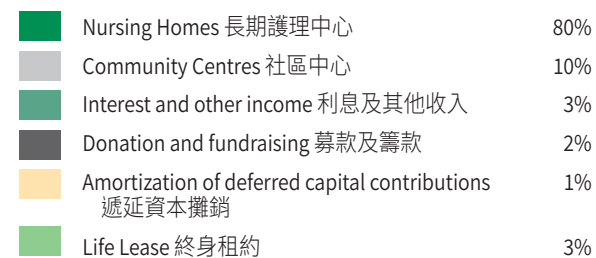
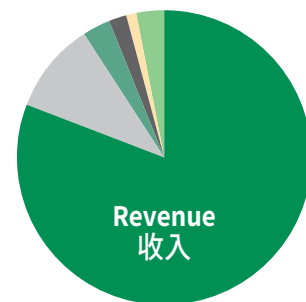
Icarus Developments
iQiyi
Kenny Wan Chartered Accountant
Kylemore
Manulife
MediSystem Pharmacy Ltd
Multiplex
The New Classical FM
Ocean Packers Inc
OMNI
RBC Royal Bank
R&D
Results Advertising
Scotiabank
Seamax
Sing Tao Daily
Sing Tao A1 Chinese Radio
T&T Supermarket Inc
TD Ready Commitment
Ti Foods
Tridel Corporation
Uni Show
Willow Springs Winery
Wonton Hut

Appendices 附錄

Combined Financial Highlights 綜合財務概況

2021

Revenue 收入	
Long-Term Care Homes 長期護理中心	75,528,670
Community Centres 社區中心	9,313,303
Interest and other income 利息及其它收入	2,756,320
Donation and fundraising 募款及籌款	2,099,382
Amortization of deferred capital contributions 遞延資本攤銷	638,306
Life Lease 終身租約	3,132,760
	93,468,741
Expenses 支出	
Long-Term Care Homes 長期護理中心	71,099,826
Community Centres 社區中心	9,276,249
Interest and financing 利息	1,848,405
Direct costs of fundraising 籌款活動	298,527
Administration and communications 行政及宣傳	623,538
Amortization of capital assets 折舊	4,318,054
Life Lease 終身租約	2,381,562
Senior housing development 長者公寓發展	25,524
	89,871,685
Excess (Deficiency) of revenue over expenses 盈餘/虧損	3,597,056
Hospice Fundraising 寧安中心籌款	358,577
Capital Campaign 建院籌款運動	3,892,044



2021 Boards and Senior Staff 董事會及行政人員

Yee Hong Board of Governors 頤康榮譽董事會

Honorary Chairs 榮譽主席

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Helen Ching-Kircher
Flora Chong
Anthony Comper
Leo Del Zotto
Larry Law
Hazel McCallion
James Seng
Neil Tait
James To
Eric Tong
John H. Tory, Q.C.
Thomas U
Florence Wong
George Wong
Louisa Yamasaki

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Farsad Kiani
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Terry O'Connor
Jim Ritchie
Ben Sennik
George Sun
Pauline Tong
Pauline Po Yan Tsang
Peter Wilkinson
Corinne Wong
Susan Wong
Teresa Wong
Elsie Young

Yee Hong Centre for Geriatric Care 頤康中心

Board of Directors 董事會

Chair 主席
Anthony Chang

Secretary/Treasurer 秘書/財務
Paul Truscott

Chair Emeritus 榮譽主席
Dr. Joseph Y.K. Wong

Members 董事
Eve Adams (since June 2021)
Margaret Beatty
Siu Mee Cheng (until November 2021)

Gary Cohn (since June 2021)
David Cutler
Christine Desloges (since September 2021)

Andrew K. Fung
George Sousa (since June 2021)
Belinda Tang (since June 2021)
Peizi Zhang

Senior Staff 行政人員

Chief Executive Officer 首席行政總監
Dr. San Ng

Chief Financial Officer 財務總監
Stewart Boecker

Vice President, Corporate and Community Services/ Chief Information Officer 機構及社區服務副總裁/ 首席資訊科技總監
Eugene Kam

Vice President, Organization and System Transformation 機構及系統轉型副總裁
Ivan Ip

Vice President, Operations/ Chief Nursing Executive 首席護理總監及運營副總裁
Jennifer Dockery

Chief of Human Resources and Organizational Development 人力資源及機構發展總監
Gary Sumner

Executive Director, Yee Hong Ho Lai Oi Wan Centre – Markham 頤康萬錦何黎露雲中心行政總監
Tracy Cheung

Executive Director, Yee Hong Centre – Mississauga 頤康密西沙加中心行政總監
Chau Nhieu-Vi

Executive Director, Yee Hong Centre – Scarborough Finch 頤康士嘉堡芬治中心行政總監
Lloyd del Rosario

Executive Director, Yee Hong Centre – Scarborough McNicoll 頤康士嘉堡麥瀝高中心行政總監
Ivan Ip

Executive Director, Community & Professional Services 社區及專業服務行政總監
Maria Chu

Executive Director, Yee Hong Peter K Kwok Hospice 頤康郭幼廷寧安中心行政總監
Nazira Jaffer

Yee Hong Community Wellness Foundation 頤康基金會

Chair 主席
Dr. Joseph Y.K. Wong

Secretary 秘書
Melody Lo

Treasurer 財政
Paul Truscott

Members 董事
Joan Bush
Gary Chan
Anthony Chang
Audrey Chiang
Mino Chou
Vanessa Hui
Zara Lam
Tracy Liu
Shouyi Ma
Rebecca Pang
Gregory Tsang
Kenny Wan

President 總裁
Stephen Siu

Yee Hong Seniors Living 頤康松齡雅苑

Board of Directors 董事會

Chair 主席
David Cutler

Members 董事
Debbie Doherty
Laurie Johnson
Brim Lee
Melody Lo

Chief Executive Officer 首席行政總監
Miri Hadas Koller

Chief Development Officer 首席發展總監
Andy Bicanic

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centre@yeehong.com

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