

2020-2021 ANNUAL REPORT

April 1, 2020 to March 31, 2021



Ralph MacNeill & Arthur Irvine

Excellence in Long-Term Care



YORK
CARE CENTRE

• CiRA •
CENTRE FOR INNOVATION
AND RESEARCH IN AGING



YORK
DEVELOPMENTS
LIFESTYLE LIVING

A Letter From Our Leaders

Dear Friends,

As we close off another fiscal year, we reflect deeply on the impact this global pandemic has had on residents, families, and employees.

We offer our sincerest condolences for those that have lost someone because of COVID-19, including our colleagues and families from long-term care homes across Canada.

Fortunately, at York Care Centre, we have been able to keep the virus out. That would not have been possible without the leadership of our teams, and the patience and cooperation of residents and families.

Despite the pressures of the pandemic, it was important to us to keep the spirit of continuous improvement progressing forward. This annual report therefore recognizes the many good things that have happened over the past year.

We started the year into the second year of our five-year strategic plan with a focus on five key pillars: Care, Resources, Environment, Partnerships, and Research.

These five pillars give us focus, ensuring we are always pushing ourselves to improve quality of life for residents, researching new ways to improve care or activities, enhancing our physical environment, and being an employer of choice.

We are extremely proud of the work of our teams over the past year and are confident that this new year will bring about more great things for residents and families as we begin to see a glimpse of normalcy on the horizon.

On behalf of the Board of Directors and the leadership team, this annual report is dedicated to our employees, residents, and families. The people that make York Care Centre a great place to live, visit, and work.

We hope that you enjoy the report.

Lyne St. Pierre-Ellis
Board Chair

Tony Weeks
President and Chief Executive Officer



2020-2021 Board of Directors



From top left to right:
Lyne St. Pierre-Ellis (Chair);
Sandra Magalhaes (Vice-Chair);
Gary Beattie, Marjorie Belzile;
Janice Golden; Marilyn Born;
Trina MacDonald; Wayne
Snowdon; Nancy DeCourville;
Martin Ferguson; Sonya Gilks;
Keith McAlpine; Hector Losier;
Tony Weeks (ex-officio). Missing
from photo: Jim Wolstenholme.

Senior Leadership Team



From left to right: Tony Weeks (President & CEO); Lori McDonald (Vice President, Care & Research Services); Shelley Kenny (Vice President, People & Culture); Byard Smith (Chief Financial Officer); Tim Boone (Director, Facilities & Infrastructure).

2020 – 2025 STRATEGIC PLAN



13 Strategic goals were set for 2020-2021.

Setting annual operating goals each year keeps us focused on continuous improvement.

Our Care

- ✓ Zero Covid Cases
- ✓ 95% Residents Vaccinated
- ✓ 92% Employees Vaccinated
- ✓ Specialized Isolation Care Area
- ✓ 170 Caregivers Trained
- ✓ 5,000+ Visits Coordinated
- ✓ 1,300+ Resident Activities

100

Resident Attendants
were trained to
electronically chart
resident care progress
notes.

150

Staff were trained on
data collection accuracy
to support Canadian
Institute for Health
Information reporting.

Our People

- ✓ 2 Leadership Courses Delivered
- ✓ 5 Employees LEAN Trained
- ✓ 30+ Employee Recognition Activities
- ✓ 24 Employees Participated in the Weight Loss Challenge
- ✓ 38 New Employees Welcomed
- ✓ 96% Employee Retention Rate
- ✓ 7 Employee Retirement Celebrations

37

Employees completed the Level 1, Excellence in Leadership Program.

175

Employee wellness sessions coordinated with staff through our Wellness Specialist.

Our Environment

- ✓ 114 Resident Rooms Refurbished
- ✓ 698 Fire Alarm Chimes Installed
- ✓ Resingled Dixon South Roof
- ✓ 600 Pounds of Recyclables Diverted From Landfill
- ✓ Added New Generator

\$945,000

Capital and operational investments in resident care, staff safety, and overall building improvements.

Examples:

- 30 Resident beds
- 5 Broda chairs
- 20 Ceiling Lifts
- Dining Room Chairs
- New Furniture
- Employee breakrooms
- IT Upgrades


Our Partnerships

- ✓ 737 Volunteer Hours
- ✓ \$6,400 Donated to Fredericton's Community Kitchen
- ✓ 30 Residents Beds Donated to Community
- ✓ Grades 3 & 4 Priestman Students Delivered Valentine's Cards to Residents

20+ Years

We supported Fredericton's Meal on Wheels, which ended this past year after they launched their own self-sustaining operation.

Our Research

- 
- ✓ 5 New Researchers Welcomed
 - ✓ Redesigned and Launched New Website: www.agingresearch.ca
 - ✓ New Partnerships Established in BC, ON, and NB
 - ✓ 2 COVID-19 Simulations
 - ✓ White Paper: The Emerging Role of Essential Caregivers in LTC

5

Active
Research
Projects

- Palliative e-learning
- Virtual reality & rehabilitative exercise
- CANImmunize
- Physical activity using augmented reality
- MedReviewRx

CIRA
CENTRE FOR INNOVATION
AND RESEARCH IN AGING
Excellence in long-term care

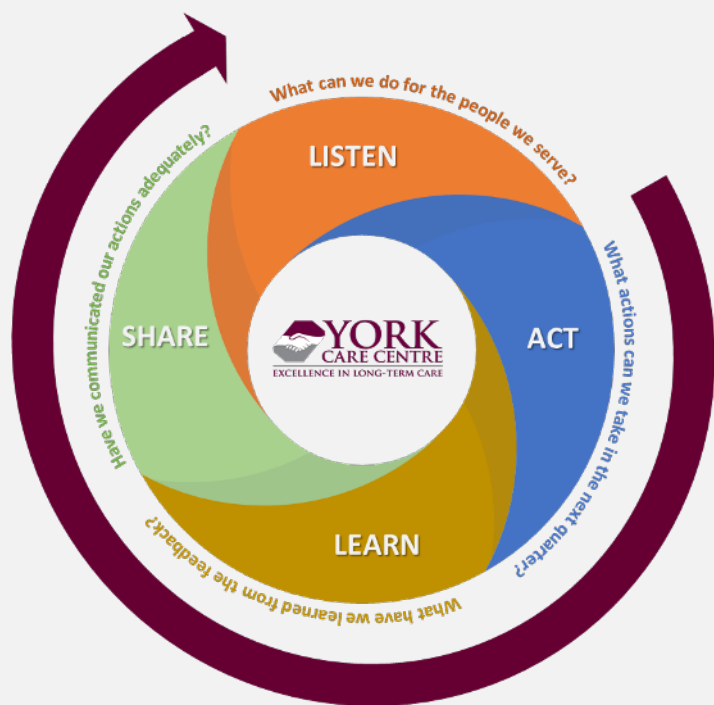
Throughout this pandemic regular and transparent communications have kept people in the know.

- ✓ 65+ Family Updates
- ✓ 50+ Employee COVID Updates
- ✓ 25+ Friday CEO Messages to Staff
- ✓ Launched New Instagram Account
- ✓ Launched Revised Family Portal
- ✓ Launched Quarterly Pulse Surveys
- ✓ 1,000+ Points of Feedback from Residents, Families, Employees

730
New
Followers

- Instagram
- Facebook
- Twitter
- LinkedIn

We improve by engaging and listening to our residents, families, employees.



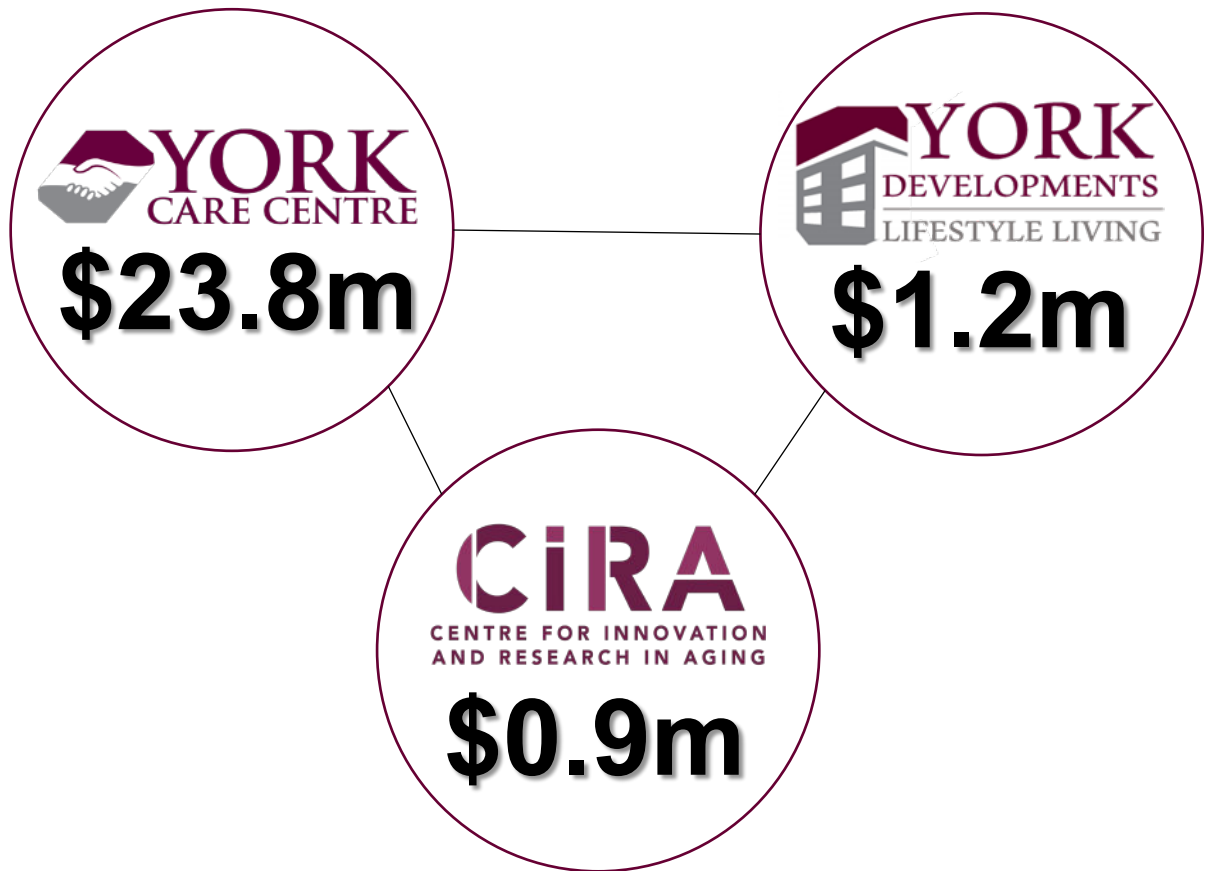
Every three months we check in with our residents, families, and employees, and take appropriate actions based on the feedback they provide.

Here is some of what they shared.

Resident, Family, and Employee Satisfaction



Year End Financials



Operating
Revenues

\$25.9m

2020 – 2021 Financial Overview

York Manor Inc.

The summary of financial results for York Manor Inc. for the fiscal year ended March 31, 2021 is as follows:

Total Revenue	\$23,805,794
Total Expenditures	<u>\$23,822,707</u>
Operating Deficit	(\$ 16,907)

During the 2020-21 fiscal year, YMI incurred expenditures totalling over \$400,000 due to the COVID-19 pandemic to keep our residents and staff safe. However, we received funding from the Provincial and Federal governments that offset the majority of these costs. Sick leave utilization was higher than budgeted which resulted in a deficit of approximately \$200,000 in salary and benefits. Revenue was higher than budget by \$157,000. Other budget variances totalled approximately \$26,093 under budget. We finished the year with an operating deficit of \$16,907.

York Developments Inc.

The summary of financial results for York Developments Inc. for the fiscal year ended March 31, 2021 is as follows:

Total Revenue	\$1,201,833
Total Expenditures	<u>\$1,123,974</u>
Operating Surplus	\$ 77,859

There was a rent increase during the year, as well as increases in the tenant services fees and payments from the Province of New Brunswick. However, the Adult Day program was closed for the year due to COVID, resulting in an overall decrease in revenue of \$44,000 from the prior year. Expenditures were \$80,000 lower than the previous year, primarily due to less being spent on building maintenance and the ADP being closed for the year. We finished the year with a \$77,859 operating surplus.

Centre for Innovation and Research in Aging Inc.

The summary of financial results for the Centre for Innovation and Research in Aging Inc. for the fiscal year ended March 31, 2021 is as follows:

Total Revenue	\$ 925,860
Total Expenditures	<u>\$ 935,730</u>
Operating Deficit	(\$ 9,870)

In the last quarter of the 2019-20 fiscal year, the Centre for Innovation and Research in Aging Inc. received funding for several new research projects from the Province of New Brunswick under the HSPF Program. This should have resulted in the research activity being nearly 2.5 times in 2020-21 what it was the previous year. However, COVID forced CIRA to cease operations on most of its projects for a significant part of the year. Total revenue in 2020-21 was \$402,000 higher than the previous year. Expenditures were \$350,000 higher than in 2019-20. The salaries and administration costs not recoverable from research projects, exceeded the other funding received, hence CIRA finished the 2020-21 year with a deficit of \$9,870.

York County Properties Inc.

The summary of financial results for York County Properties Inc. for the fiscal year ended March 31, 2021 is as follows:

Total Revenue	\$ 5,090
Total Expenditures	<u>\$ 5,090</u>
Operating Surplus	<u>\$ 0</u>

During the 2020-21 fiscal year York County Properties Inc. received interest income from an inter-company mortgage as well as bank interest. After paying property tax and other expenses, the balance is paid to York Manor Inc. to reimburse parent company expenses resulting in a \$0 balance for the year.

Auditors

Price Waterhouse Coopers LLP were the auditors for York Manor Inc., York Developments Inc. and the Centre for Innovation and Research in Aging Inc. for the 2020-21 fiscal year.

2020 ANNUAL REPORT

January 1, 2020 to December 31, 2020

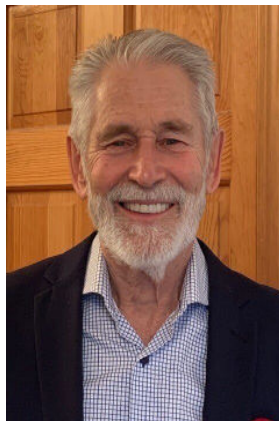


Ralph MacNeill & Arthur Irvine



**YORK CARE
FOUNDATION**

SUPPORTING EXCELLENCE IN LONG-TERM CARE



2020 Board of Directors

From top left to right: Hector Losier (Chair); Rachel Brown (Director); Paul Wentzell (Director); Gary Beattie (Director); Lloyd Burns (Director); Luke Kelly (Director); Tony Weeks (Chief Executive Officer). Missing from photo: Tom Meadus (Director); Dave Mombourquette (Director); Shelley Mills (Director).

A Letter From Our Leaders

Dear Friends,

This past year has been like no other before, and as we begin to see a glimpse of normalcy it is a good time to reflect on the past 12 months.

Let's first acknowledge how wonderful it's been to see everyone pull together over the past year – all with the collective goal of helping to improve the lives of residents. It was particularly impressive to see how our Board, the York Care Centre Board, and the leadership team worked so closely together.

Despite the pandemic, and with the unwavering commitment and creativity of board members and donors, we managed to raise \$35,000 towards resident programs and activities. We are particularly proud of the various holiday fundraisers, the award of the employee scholarship, and the launch of the Memory Lane Campaign.

Board members are volunteers that give a lot of themselves - their contributions make a huge difference for residents, families and employees. We are so thankful that they, and our donors, have remained committed to our fundraising efforts, even though we have not been able to offer many of our usual events.

We are very excited about the year ahead and are eager to get back on track with some of our anchor fundraisers such as the annual Golf Fore Care tournament and the Dinner Gala.

Together, through the passion and energy of our board, and the ongoing donor partnerships, I am confident that this new year will produce very successful outcomes – improving the lives of York Care Centre residents.

Our future is bright. Thank you for everything you do.

Hector Losier
Board Chair

Tony Weeks
President & CEO



Our Foundation

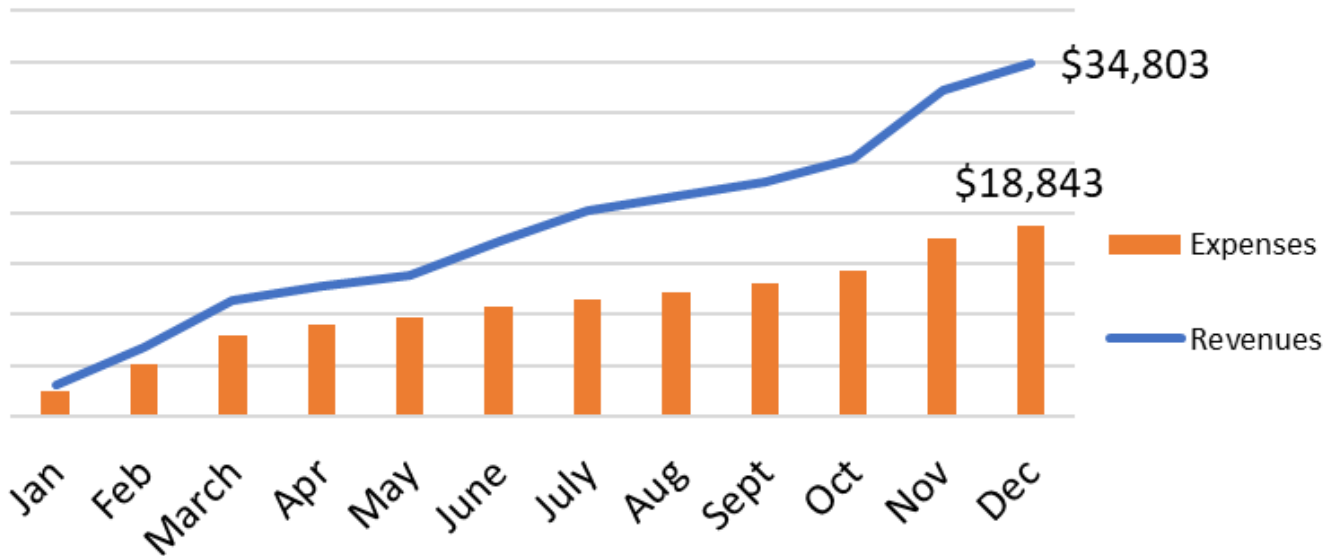
- 
- ✓ Launched Holiday 'Give a Smile' Campaign
 - ✓ Awarded Employee Scholarships
 - ✓ Launched the Memory Lane Campaign
 - ✓ Established Joint Donor Wall & Recognition Committee
 - ✓ Christmas Wreath Fundraiser
 - ✓ Holiday Magazine Fundraiser

Two - \$1,000
Judy Yeamans
Scholarships Awarded

Year End Financials

YCF Revenues & Expenses, Cumulative Totals

January 2020 - Current



Raised
\$34,803

- General Contributions = \$11,144
- Chase the Ace = \$3,895
- Staff Lottery = \$9,445
- Holiday Campaign = \$7,243
- Bingo = \$2,539
- Other = \$535

YORK CARE FOUNDATION INC.STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCESDECEMBER 31, 2020 WITH COMPARATIVE FIGURES FOR 2019

(UNAUDITED)

	<u>Unrestricted Fund</u>	<u>Restricted Funds</u>	<u>Total 2020</u>	<u>Total 2019</u>
Revenues:				
Contributions	\$ 8,224	\$ 12,134	\$ 20,358	\$ 57,382
Investment income	324	-	324	689
Golf event	-	-	-	35,895
Lottery	9,445	-	9,445	8,395
Chase the Ace	3,895	-	3,895	5,281
Laugh for Care	-	-	-	26,900
Bingo	2,539	-	2,539	4,217
Other fundraising benefits (note 5)	<u>10,374</u>	<u>-</u>	<u>10,374</u>	<u>4,796</u>
	<u>34,801</u>	<u>12,134</u>	<u>46,935</u>	<u>143,555</u>
Expenses:				
General and administrations	7,525	4,193	11,718	61,749
Campaign expenses	30	-	30	120
Golf event	-	-	-	12,394
Lottery expenses	4,900	-	4,900	5,177
Laugh for Care	-	-	-	12,778
Bingo	1,198	-	1,198	1,979
Scholarship	-	2,000	2,000	2,000
Chase the Ace	1,948	-	1,948	4,212
Holiday Campaign	<u>3,050</u>	<u>-</u>	<u>3,050</u>	<u>-</u>
	<u>18,651</u>	<u>6,193</u>	<u>24,844</u>	<u>100,409</u>
Excess of revenues over expenses before the undernoted	<u>16,150</u>	<u>5,941</u>	<u>22,091</u>	<u>43,146</u>
Distribution to York Care Centre equipment and programs (note 3)	<u>191</u>	<u>6,500</u>	<u>6,691</u>	<u>39,004</u>
Excess (deficiency) of revenues over expenses	15,959	(559)	15,400	4,142
Fund balance (deficiency), beginning of year	<u>(40,674)</u>	<u>36,632</u>	<u>(4,042)</u>	<u>(8,184)</u>
Fund balance (deficiency), end of year	<u>\$ (24,715)</u>	<u>\$ 36,073</u>	<u>\$ 11,358</u>	<u>\$ (4,042)</u>

See accompanying notes to financial statements.

This Annual Report is Dedicated to Our
Residents, Families, and Employees.



THANK YOU FOR EVERYTHING!