



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

April 1, 2021 to June 30, 2021
Quarter 1 Activity

The purpose of this report is to apprise the Board's Finance & Administration Committee of key activities within each quarter of the fiscal year, including an update on key performance indicators and the two strategic pillars: Resources and Environment.

Accordingly, the Committee receives four reports per year with content from the following senior leaders.

Senior Leader

Shelley Kenny, Vice President, People and Culture
Byard Smith, Chief Financial Officer
Tim Boone, Director, Facilities & Infrastructure

Key Areas of Reporting

Human Resources, Senior's Housing, Process Improvement
Financial Services
Facilities, Building and Infrastructure

1. Human Resources

- Regarding facility wide retention in this quarter, we received 16 resignations and 4 retirements. Resignations were up this quarter; 3 were a result of students completing their post-secondary studies and obtaining employment within their field and 2 were due to health issues. In addition, we on-boarded and welcomed 26 new staff members. The HR team continues to advertise employment opportunities and on-board regularly.
- Our 'Get Inspired Team' organized various events and 'tokens of appreciation' for our employees. Some noteworthy celebrations included: Administrative Professionals Day (April) celebrated with each admin professional receiving lunch and a personalized gift bag; Care Services Week (May) was celebrated with each member of that team receiving a small gift and six \$50 gift cards were drawn; and Nursing Home Week (June) was celebrated with draws for various prizes. As well, in June we hosted a Staff Retirement celebration, honouring 6 retirees where each retiree received a personalized gift bag, flowers and a retirement plaque.
- The Employee Wellness Specialist launched a 'Staff Wellness Challenge' with the goal of conducting 6 Staff Wellness Challenges per year. This first challenge had 26 participants, and each participant was entered into a draw for one of 3 prizes (reserved parking spot for a month/4 free meal tickets for Dave's Café/\$30 Sobeys gift card). As well, this quarter, 'Wellness Wednesdays' was introduced which includes a specific topic each week and a recipe. During this quarter, our Employee Wellness Specialist provided 65 one-on-one sessions addressing attendance and staff wellness, and also facilitated 9 Yoga/Pilates classes.
- This quarterly employee survey was conducted with a different approach. This past fiscal year through the employee surveys, we observed a 'low score' in the areas of employee recognition and feeling valued as an employee, therefore we decided to focus each upcoming quarter on a particular 'theme' which was deciphered from the voice of the employee. For this quarter we chose 'Employee Recognition and Rewards', with 4 specific questions referencing recognition and rewards. The question regarding the 'Get Inspired Committee', received a majority of 4-5 hearts / when asking how staff felt about implementing years of service awards beginning on year 5 and continuing on 5 year increments, this question received the majority of 4-5 hearts / in asking for staff response on implementing 'real time rewards', the majority response was 4-5 hearts / lastly, when asking staff how they felt about implementing a second scholarship program open to all staff, the majority was 5 hearts. Moving forward, we will implement a years of service recognition program beginning on year 5, implement a second scholarship program, and establish a system so that supervisors may recognise employees in the moment. The upcoming employee surveys will continue to examine specific areas such as teamwork and communication.
- In the fourth quarter, 37 employees underwent COVID testing, all resulting in test negative. HR continues to promote and schedule vaccinations for employees. To date 94% employees are vaccinated.

Key Performance Indicators:

Employee Wellness	Q1	Q2	Q3	Q4
% retention This indicator looks at the number of employees that remained with YCC vs those that left	93%			
# employee wellness & recognition events This indicator looks at the number of events or activities held for staff	19			
Hours Worked	Q1	Q2	Q3	Q4
absenteeism This indicator looks at days absent per FTE across the organization	14.42			
% overtime hours This indicator looks at the amount overtime hours across the organization	3.87%			
% hours of professional care This indicator compares our scheduled hours to the hours required in the nursing home standards	99%			

Voice of Employee (% of employees who rated a question at three hearts or better)	Q1	Q2	Q3	Q4
How would you rate the overall direction of the organization?	85%			
How do you feel about the CEO message(s) to staff?	94%			
How do you feel about the work of the GET Inspired Committee?	87%			
Please indicate your level of support if we were to implement a years of service recognition program that starts at 5 years with recognition at each 5 year increment, along with enhanced recognition gifts.	92%			
Please indicate your level of support if we were to implement unit/department level real-time awards. Eg: if a supervisor sees someone going above and beyond, they would have the means to provide a small token of real-time appreciation.	92%			
Please indicate your level of support if we were to implement a second (personal development) scholarship program that any employee could apply to.	96%			

2. Assisted & Independent Living

- 17 Resident rooms were refurbished.
- There was limited activity this quarter for both Hawkins House and our Independent apartments. Vacancies within Hawkins house remained due to applicant hesitation although COVID protocols continued during the first quarter. There was one vacancy at the end of this quarter within our independent apartments, and this was due to refurbishing requirement of the apartment.

3. Process Improvement

Staff participants working towards green belt certification on multiple projects.

There have been no project completions regarding green belt certification since last reporting period.

There remains to be four projects in progress involving six participants:

- a. Maintenance systems (Megamation)
- b. Dietary staff replacement
- c. Pre-admission package
- d. Care services procurement process

4. Financial Services

- York Care Centre incurred a surplus of \$109,842 during Quarter 1. This resulted from receiving Safe Restart Funding from Department of Social Development of \$81,446, as well as under expenditures in salaries & benefits, building maintenance and heat.
- CIRA incurred a surplus of \$1,958 during Q1. This resulted from the administrative expenses not charged to projects being lower than budgeted.
- YDI incurred a surplus of \$15,120 during Q1. This resulted primarily from under expenditure in repairs & maintenance, grounds maintenance and other supplies.
- Overall, the three companies have a first quarter surplus of \$126,920 on the cumulative actual revenue of \$6.14 million. This equals 1.83% of the revenue for the first quarter.

5. Facilities, Building, and Infrastructure

The Facilities Team have been kept busy over the past quarter completing installation and commissioning the new capital, noncapital and upgrades that were purchased in the 2020-21 fiscal year. These purchases benefit Resident Safety & Well Being, Employee Safety & Well Being, and General Operations.

Memory Lane Campaign (Birch Grove Refurbishment)

Funds raised through York Care Foundation has made it possible to renovate the nursing station façade to give a cottage like appearance and renovate the activities kitchen to create a Café style space for residents. Common area and hallway colour scheme has been updated. Local artist, Deb Ferris-Bates have completed several wall murals. In the resident room's bedspreads have been replaced and the colours and patterns are being reviewed for new curtains. As rooms are refurbished colours are updated.

Grounds, Gardens, Patios, and Courtyards

Following the suggestion of a staff member we will be fencing in a patio on the Elm Unit of Dixon to make a safe outdoor space for residents.

We have a great group of volunteers that have been working with our staff to ensure that grounds, patios, and courtyards are a safe, pleasurable, and therapeutic spaces for are residents, families, and staff.

Donor & Recognition Wall

Two new video walls have been installed which are displaying information on donors and events. The pictures of our past board chairs, including our founders, will be displayed on the opposite wall. We will be creating a historic timeline along the wall beside Dave's Café to show the growth of YCC over the years.

Wetlands Project

Funding opportunities are available through CMHC, and we are currently submitting applications for seed funding which will potentially fund the design and application requirements for the CMHC funding request. We are working with the City of Fredericton to subdivide and obtain a unique property identification number for the land to be developed.

Recycling Program

Exploring the elimination of disposable items along with the cost implications to replace with reusable products.

Key Performance Indicators:

Recycling Program	Q1	Q2	Q3	Q4
Recyclables diverted from landfill This indicator looks at the total weight of recyclables diverted from landfill	327 kg			

6. Progress on Strategic Goals

Resources Pillar	Q1	Q2	Q3	Q4
Leadership Development (XcelCare) Two XcelCare leadership development events held.	0%			
Process Review & Improvement (XcelCare) Complete a review of scheduling process with future state identified and operational.	20%			
Voice of the Customer Methodology in place and functional for capturing voice of employees, residents, and families.	100%			

Updating Corporate Policies 40% of corporate policies updated.	4%			
Environment Pillar	Q1	Q2	Q3	Q4
Senior's Living Business Case Business Case for senior's living presented for Board of Directors consideration.	25%			
Recycling Program / Carbon Footprint Reduction Implement a facility-wide recycling program to support reducing waste to landfill.	20%			