



Finance & Administration Committee

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Meeting ID: 863 9645 8610 Passcode: 599616

AGENDA

October 28, 2021

Item	Description	
1	Call to Order & Introductions	Gary Beattie
2	Declarations of Conflict of Interest	Gary Beattie
3	Approval of Previous Minutes April 22, 2021*	Gary Beattie
4	Business Arising	
5	Unaudited Financial Statements for the Period ending September 30, 2021* <ul style="list-style-type: none"> • York Care Centre • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. 	Byard Smith
6	New Business <ul style="list-style-type: none"> • Proposed YCC 2021-22 Budget • One Time Funding to CIRA* • Finance & Administration Q2 Staff Report* 	Byard Smith Byard Smith Shelley/Byard/Tim
7	Other	
8	Date of Next Meeting: January 31, 2022 at 5pm	

*Denotes Attachment

**Minutes of meeting of the Finance & Administration Committee
at York Care Centre, 100 Sunset Drive, Fredericton NB, Virtual meeting On April 22, 2021 at
5pm**

Virtual: Janice Golden (Chair) Lyne St. Pierre-Ellis, Nancy DeCourville, Wayne Snowdon, Martin Ferguson, Liz Richards, Tony Weeks
Staff: Byard Smith, Shelley Kenny, Tim Boone

1. Call to Order & Introductions

The Chair, Janice Golden called the meeting to order.

2. Declarations of Conflict of Interest

Ms. Golden asked members to review the agenda and self-identify if there was the potential for a conflict of interest. Due to COVID-19, the Committee meeting was held virtually.

3. Approval of Minutes: January 21, 2021 2020 (YMI, YDI, CIRA, YCP)

Amendments made to item 5.

YDI Proposed budget, last bullet.

CIRA proposed budget, first bullet.

It was moved by Ms. St. Pierre-Ellis and seconded by Ms. DeCourville to accept the minutes of January 21, 2021 with the noted changes *Motion carried*

4. Business Arising

5. Unaudited Financial Statements, Byard Smith – Deferred

6. New Business

Q4 Report

VP, People & Culture, Shelley Kenny

Ms. Kenny presented the report highlighting:

- On boarded 7 new staff.
- Coordinated 5 smoothie bars for employees and also a Valentine Candy gram for the first time.
- The Employee Wellness Specialist launched a healthy eating program with a private Facebook page and also met with 109 staff to address attendance and wellness.
- 19 employees attended the second Excellence in Leadership.
- Looking to launch a new Employee recognition program and the opportunity for employees to build points catalogue gifts.
- 184 employees have received their first dose. The employee vaccination rate is around 75%.

- Q4 KPIs – Retention has remained the same over the last 4 quarters. Absenteeism has gone down as well as the % of overtime hours and the % hour of professional care is at 99%.
- Assisted Living: a 2% rent increase to offset the increase in insurance on June 1 and independent living rent will rise on September 1.
- Process Improvement – The LTCF completed their project, presented and is waiting for the review. The other 4 projects are still ongoing.
- Jean Coutu offered to vaccinate tenants within the assisted living and independent living.
- \$30,000 donated for the Memory Lane Project.
- Social Media – 185 new followers.

Facilities, Building and Infrastructure, Tim Boone

- Busy quarter with purchases.
- The fire alarm upgrade project is complete.
- 29 resident rooms have been refurbished.
- The purchases made were grouped into three categories
 - Resident Safety & Wellbeing – 30 Low beds
 - Employee Safety & Wellbeing – 20 ceiling lifts and rail system – once installed this project will be 99% complete.
 - General Operations – Dishwasher, industrial dryer.
- Memory Lane project, Birch Grove – one major donation and smaller donations received. The nursing station is complete and the activities room is being renovated into a café style room.
- Q4 KPIs – Recycling program – this has been a time consuming process so a decision was made to donate the bottles.
- Recyclables is at 75k and includes recycled batteries.
- Environment Pillar – Seniors Living business case hit 100% and will continue onto another phase.
- The Recycling program is still at 10% but plan to revisit this again in the new fiscal year. Will be looking at reusable plate and cutlery but didn't feel it was a good time to introduce reusable items during COVID-19.

It was moved by Mr. Snowdon that the meeting be adjourned.

Janice Golden, Chair

Caroline Marygold, Board Coordinator

**YORK CARE CENTRE INC.
BALANCE SHEET
2021-09-30**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,146,712.13	965,252.47	181,459.66
CASH - RESTRICTED FUNDS	76,480.00	67,977.75	8,502.25
ACCOUNTS RECEIVABLE			
- RESIDENTS	33,868.63	44,354.90	(10,486.27)
- DEPT of SOCIAL DEVELOPMENT	41,270.00	134,067.00	(92,797.00)
- HST	36,145.75	25,002.96	11,142.79
- OTHER	70,380.58	52,871.69	17,508.89
INVENTORIES	104,186.18	104,186.18	0.00
PREPAID EXPENSES	446,373.49	527,120.27	(80,746.78)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>1,955,416.76</u>	<u>1,920,833.22</u>	<u>34,583.54</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	20,842,805.98	21,040,192.74	(197,386.76)
TOTAL FIXED ASSETS	<u>20,842,805.98</u>	<u>21,040,192.74</u>	<u>(197,386.76)</u>
TOTAL ASSETS	<u><u>22,798,222.74</u></u>	<u><u>22,961,025.96</u></u>	<u><u>(162,803.22)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,066,254.58	3,009,685.68	56,568.90
DEFERRED REVENUE	85,179.44	89,346.11	(4,166.67)
TOTAL CURRENT	<u>3,151,434.02</u>	<u>3,099,031.79</u>	<u>52,402.23</u>
LONG TERM			
LONG TERM DEBT	17,741,519.03	17,917,100.72	(175,581.69)
DEFERRED CONTRIBUTIONS	2,134,375.68	2,160,220.95	(25,845.27)
TOTAL LIABILITIES	<u>19,875,894.71</u>	<u>20,077,321.67</u>	<u>(201,426.96)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	65,680.16	65,134.71	545.45
UNRESTRICTED	(484,618.78)	(484,343.78)	(275.00)
NET INCOME (LOSS) FOR PERIOD	189,832.63	203,881.57	(14,048.94)
TOTAL FUNDS	<u>(229,105.99)</u>	<u>(215,327.50)</u>	<u>(13,778.49)</u>
TOTAL LIABILITIES & FUNDS	<u><u>22,798,222.74</u></u>	<u><u>22,961,025.96</u></u>	<u><u>(162,803.22)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 2021-09-30

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,736,987	\$1,736,487	\$500	
Non-Recurring Budget Amend	\$46,498	\$46,499	-\$1	
Administration	\$54,552	\$55,019	-\$467	
Care Services	\$11,150	\$10,416	\$734	
Operations	\$23,982	\$23,702	\$280	
Mortgage / Loan Payments	\$25,845	\$25,848	-\$2	
TOTAL REVENUE	<u>\$1,899,015</u>	<u>\$1,897,972</u>	<u>\$1,043</u>	
OPERATING EXPENSES				
Administration	\$344,886	\$368,196	\$23,310	Salaries underspent by \$1,343, EI, CPP and WHSCC underspent by \$3,025, underexpend in pension/group health expense of \$9,262, underspent on bank chgs & bad debts by \$292, underspent in advertizing by \$330, underspent on office equip and supplies by \$519, underspent in prof'l fees & travel by \$2,276, underspent on staff & volunteer recognition \$1,326; underspent on minor equipment by \$125, underspent on education by \$4,344, plus other minor variances.
Care Services	\$808,866	\$794,199	-\$14,667	Overexpend in salaries of \$4,624, overexpend in fall reduction, care supplies and meds \$3,028, overspent on incontinent supplies by \$3,753, underspent in minor equipment by \$174, overspent on recruitment by \$454, overspent on BG memory Lane Project by \$4,097, underspent in recreation supplies by \$582, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$499,927	\$517,755	\$17,828	Salaries overspent by \$9,909, food & thickens underspent by \$10,949, dietary supplies overspent by \$2,229, laundry supplies & linen underspent by \$210, houskeeping supplies underspent by \$1,971, telephone & cable overspent by \$535, maintenance underspent by \$4,029, heating fuel and electricity underspent by \$8,078, vehicle expenses underspent by \$740, minor equipment underspent by \$1,196, consulting fees underspent by \$2,613, computer supplies and support underspent by \$1,156, underspent re website & commun \$397, GET Inspired comm overspent by \$460, overspent on recruitment \$266, plus other minor variances.
Mortgage / Loan Payments	\$259,385	\$260,876	\$1,491	Under spent due to timing of new year purchases
TOTAL EXPENSES	<u>\$1,913,064</u>	<u>\$1,941,026</u>	<u>\$27,962</u>	
NET SURPLUS (DEFICIT)	<u>-\$14,049</u>	<u>-\$43,054</u>	<u>\$29,005</u>	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
6MONTHS ENDING 2021-09-30

Description	Actual Previous YTD	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual	Year to Date Variance Analysis Budget vs Actual	Forecast to Year End 31-Mar-22	2021-22 Full Year Budget	Variance Budget vs Forecast Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$11,359,315	\$10,419,924	\$10,418,923	\$1,002		\$21,010,179	\$21,010,179	\$0
Non-recurring Budget Amendments	\$254,535	\$251,944	\$251,944	\$0		251,944	\$251,944	\$0
Administration	\$200,609	\$347,381	\$343,551	\$3,830		510,778	\$510,778	\$0
Care Services	\$58,077	\$55,469	\$70,641	-\$15,172		133,140	\$133,140	\$0
Operations	\$187,179	\$135,773	\$134,621	\$1,152		276,835	\$276,835	\$0
Mortgage / Loan Payments	\$116,895	\$155,072	\$155,085	-\$14		310,171	\$310,171	\$0
TOTAL REVENUE AND RECOVERIES	<u>\$12,176,611</u>	<u>\$11,365,563</u>	<u>\$11,374,765</u>	<u>-\$9,202</u>		<u>\$22,493,047</u>	<u>\$22,493,047</u>	<u>\$0</u>
OPERATING EXPENSES								
Administration	2,247,177	2,014,750	2,087,355	72,605	Salaries overspent by \$11,696 , EI, CPP and WHSCC over budget by \$1,949, underexpend in pension/group health expense of \$33,295, underspent on clothing allow \$1,192, underspent on bank chgs & bad debts by \$1,392, overspent in advertizing by \$603, underspent on office equip and supplies by \$12,203, underspent in profit fees & travel by \$12,894, underspent on staff & volunteer recognition \$5,544; overspent on staff development \$430; underspent on minor equipment by \$401, underspent on education by \$19,933, plus other minor variances.	\$3,970,513	3,970,513	(0)
Care Services	5,122,909	4,629,140	4,649,669	20,529	Underexpend in salaries of \$35,875, overexpend in fall reduction, care supplies and meds \$8,052, overspent in incontinent supplies by \$5,395, underspent in minor equipment by \$155, underspent on BG memory lane \$1,306, overspent on recruitment \$1,326, overspent on care research \$2,117, underspent on pastoral supplies \$970, underspent in recreation supplies by \$121, plus other minor variances.	9,248,199	9,248,199	0
Operations	3,304,208	2,981,393	3,078,434	97,040	Salaries underspent by \$10,563, food & thickeners underspent by \$20,588, dietary supplies overspent by \$14,922, laundry supplies & linen overspent by \$2,640, housekeeping supplies underspent by \$22,873, telephone & cable overspent by \$9,764, maintenance underspent by \$13,208, heating fuel and electricity underspent by \$53,416, water & sewage overspent by \$5,800; snow removal underspent by \$1,499, vehicle expenses underspent by \$4,762, consulting services underspent by \$11,482, minor equipment overspent by \$2,690, computer supplies and support overspent by \$7,858, overspent on recruitment \$2,100, underspent re website & Commun \$1,986, GET Inspired comm underspent by \$2,120 plus other minor variances.	6,156,620	6,156,620	0
Mortgage / Loan Payments	1,528,330	1,550,447	1,552,457	2,010	Depreciation underspent due to timing of new year purchases	3,117,714	3,117,714	0
TOTAL EXPENSES	<u>\$12,202,625</u>	<u>\$11,175,730</u>	<u>\$11,367,914</u>	<u>\$192,184</u>	Budget has been received from Social Development. YTD budget reflects revised YCC budget.	<u>\$22,493,046</u>	<u>\$22,493,047</u>	<u>\$1</u>
NET SURPLUS (DEFICIT)	<u>-\$26,013</u>	<u>\$189,833</u>	<u>\$6,850</u>	<u>\$182,982</u>		<u>\$1</u>	<u>\$0</u>	<u>\$1</u>
Less: Transfer to replacement reserve		1,650	0	(1,650)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		<u>\$188,183</u>	<u>\$6,850</u>	<u>\$184,632</u>		<u>-\$3,299</u>	<u>\$0</u>	<u>\$3,301</u>

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
2021-09-30

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	165,445	173,144	-7,699
ACCOUNTS RECEIVABLE	29,100	24,881	4,219
HST RECEIVABLE	1,792	1,183	609
PREPAID EXPENSES	37,487	42,543	-5,055
TOTAL CURRENT ASSETS	<u>233,824</u>	<u>241,750</u>	<u>-7,926</u>
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	221,854	218,804	3,051
DEFERRED VACANCY SUBSIDY	42,276	42,251	25
TOTAL RESTRICTED CASH & DEPOSITS	<u>264,130</u>	<u>261,054</u>	<u>3,076</u>
FIXED ASSETS			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	-3,902,619	-3,887,321	-15,298
TOTAL FIXED ASSETS	<u>2,422,798</u>	<u>2,438,097</u>	<u>-15,298</u>
TOTAL ASSETS	<u><u>2,920,752</u></u>	<u><u>2,940,901</u></u>	<u><u>-20,149</u></u>
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	111,296	111,494	-198
DEFERRED REVENUE	211	8,642	-8,431
TOTAL CURRENT LIABILITIES	<u>111,507</u>	<u>120,136</u>	<u>-8,629</u>
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,930,261	1,943,005	-12,744
TOTAL LONG TERM LIABILITIES	<u>1,930,261</u>	<u>1,943,005</u>	<u>-12,744</u>
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	8,002	8,168	-167
TOTAL DEFERRED	<u>8,002</u>	<u>8,168</u>	<u>-167</u>
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	218,373	218,804	-431
VACANCY SUBSIDY RESERVE	42,276	42,251	25
EARNED SURPLUS	598,618	598,136	481
NET INCOME (LOSS) FOR PERIOD	11,716	10,401	1,315
TOTAL EQUITY	<u>870,983</u>	<u>869,592</u>	<u>1,391</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,920,752</u></u>	<u><u>2,940,901</u></u>	<u><u>-20,149</u></u>

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
6 MONTHS ENDING 2021-09-30

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	61,079	59,673	1,406	349,232	344,702	4,530
TENANT SUBSIDY	-2,825	-3,204	379	-17,630	-19,224	1,594
RENT SUPPLEMENT - SH	8,448	8,448	0	57,954	57,954	0
ADULT DAY PROGRAM FEES	0	5,700	-5,700	0	10,800	-10,800
WASHER & DRYER REVENUE	933	875	58	5,402	5,250	152
OTHER REVENUE	0	0	0	783	0	783
INTEREST INCOME	116	136	-20	718	816	-98
REVENUE - SD CARE HOURS	6,918	11,038	-4,121	57,869	66,230	-8,360
REVENUE - OTHER CARE HOURS	281	117	164	1,695	700	995
REVENUE - TENANT SERVICES	18,042	17,475	567	101,252	104,853	-3,601
AMORT OF DEFERRED CONTRIB	6,282	6,283	-0	37,695	37,695	-0
RECOVERY PROJECT WORKERS	211	1,200	-989	5,028	4,486	542
MISCELLANEOUS INCOME	0	1,700	-1,700	0	3,400	-3,400
TOTAL REVENUE	99,485	109,441	-9,956	599,997	617,661	-17,664
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	24,076	34,700	-10,625	153,407	180,313	-26,906
BENEFITS	2,683	3,950	-1,266	16,290	21,774	-5,484
TRAVEL EXPENSE	82	83	-1	364	498	-134
	26,841	38,733	-11,892	170,061	202,585	-32,524
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,717	4,894	-177	26,881	27,026	-145
	4,717	4,894	-177	26,881	27,026	-145
MAINTENANCE						
ELECTRICITY	1,829	6,296	-4,467	33,752	37,773	-4,021
ELEVATOR SERVICE / INSPECTION	386	358	28	13,045	2,147	10,899
GARBAGE REMOVAL	661	627	33	3,958	3,764	194
PEST CONTROL	190	215	-25	1,167	1,290	-123
ALARMS AND MONITORING	143	378	-235	1,881	2,267	-386
TENANT SPECIAL OCCASIONS	0	125	-125	57	750	-693
CABLE TV	60	49	11	354	295	59
INSURANCE	2,500	2,632	-132	15,000	15,792	-792
PHONE	208	399	-191	1,457	2,395	-938
PROPERTY TAXES	5,843	5,460	383	35,059	32,763	2,296
REPAIRS & MAINTENANCE	9,909	4,053	5,856	28,872	24,315	4,557
BUILDING EXPENSES - ADP	367	787	-420	2,201	4,310	-2,108
REPLACEMENT RESERVE - R&M	3,481	167	3,315	10,569	10,187	383
SECURITY	4,478	4,479	-1	26,873	26,876	-3
GROUNDS MAINTENANCE	81	850	-769	462	5,102	-4,640
SUPPLIES EXPENSE	138	905	-766	1,342	4,258	-2,915
MINOR EQUIP & FURNISHING	1,689	571	1,119	7,232	3,175	4,057
WATER & SEWAGE	1,228	1,228	0	7,366	7,366	0
	33,191	29,578	3,612	190,647	184,821	5,826
ADMINISTRATION						
ADMINISTRATION CHARGES	12,838	13,198	-360	77,029	78,020	-990
BOARD EXPENSES	0	96	-96	0	578	-578
ADVERTISING	0	240	-240	0	813	-813
AUDIT EXPENSES	975	975	0	5,687	5,850	-163
BANK INTEREST & CHARGES	65	25	40	381	150	231
LOAN INTEREST EXPENSE	4,154	4,564	-410	24,925	27,383	-2,458
MEMBERSHIP FEES / DUES	55	311	-256	331	1,868	-1,537
MISCELLANEOUS EXPENSE	10	188	-177	461	875	-414
PRINTING & OFFICE SUPPLIES	26	569	-543	156	3,040	-2,884
	18,123	20,166	-2,043	108,970	118,576	-9,606
CAPITAL						
DEPRECIATION	15,298	15,278	20	91,723	91,669	55
	15,298	15,278	20	91,723	91,669	55
TOTAL OPERATING EXPENSES	98,170	108,649	-10,479	588,281	624,676	-36,394
NET EARNINGS (LOSS) FOR PERIOD	1,315	792	523	11,716	-7,015	18,731
LESS: TRANSFER TO						
REPLACEMENT RESERVE	1,531	/mth		18,373	/year	
REPLACEMENT RESERVE - SUPPORTIVE	862	/mth		10,342	/year	
VACANCY LOSS - SUPPORTIVE	265	/mth		3,186	/year	

Centre for Innovation and Research
BALANCE SHEET
2021-09-30

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	431,888.05	599,363.25	(167,475.20)
ACCOUNTS RECEIVABLE	663.16	365.08	298.08
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	38,782.59	38,169.55	613.04
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>471,333.80</u>	<u>637,897.88</u>	<u>(166,564.08)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(6,269.42)	(5,999.65)	(269.77)
	<u>9,916.95</u>	<u>10,186.72</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>481,250.75</u></u>	<u><u>648,084.60</u></u>	<u><u>(166,833.85)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	40,399.06	165,765.31	(125,366.25)
DUE TO YORK MANOR INC.	2,818.03	7.86	2,810.17
DUE TO YORK DEVELOPMENTS INC.	1,762.30	4,368.58	(2,606.28)
DEFERRED REVENUE	562,536.74	604,234.59	(41,697.85)
TOTAL CURRENT	<u>607,516.13</u>	<u>774,376.34</u>	<u>(166,860.21)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	(129,061.64)	(129,061.64)	0.00
NET INCOME (LOSS) FOR THE PERIOD	3,107.95	3,081.59	26.36
TOTAL FUNDS	<u>(125,953.69)</u>	<u>(125,980.05)</u>	<u>26.36</u>
TOTAL LIABILITIES & FUNDS	<u><u>481,562.44</u></u>	<u><u>648,396.29</u></u>	<u><u>(166,833.85)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
6 MONTHS ENDING 2021-09-30

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	5,417	5,417	0	32,500	32,500	0
VR - REHAB PROJECT	9,143	11,072	(1,929)	55,386	66,429	(11,043)
PROMOTE PHYS ACTIVITY PROJECT	6,113	10,731	(4,618)	31,092	64,385	(33,292)
IMPROVE IMMUNIZATION PROJECT	8,903	14,238	(5,335)	162,591	85,428	77,163
PALLIATIVE CARE PROJECT	1,706	2,931	(1,224)	20,630	17,583	3,047
POLYPHARM APP PHASE 2 PROJECT	15,317	16,067	(750)	109,748	96,400	13,348
BUDGET UNALLOCATED TO PROJECTS	0	4,167	(4,167)	0	25,000	(25,000)
INTEREST INCOME	663	393	270	2,851	2,360	491
STUDENT FUNDING	516	0	516	3,918	4,447	(529)
TOTAL UNRESTRICTED REVENUE	47,778	65,014	(17,237)	418,716	394,532	24,184
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	30,697	31,141	443	177,836	186,843	9,007
SALARIES & BEN CHARGED TO PROJECT	(30,697)	(31,141)	(443)	(177,836)	(186,843)	(9,007)
PROJECT WORKERS EXPENSES	528	0	(528)	3,946	4,447	501
	528	0	(528)	3,946	4,447	501
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	3,968	3,968	(0)	23,810	23,808	(2)
AUDIT EXPENSES	481	481	0	3,014	2,884	(129)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	1,619	758	(861)
INSURANCE	0	0	0	0	0	0
LEGAL AND PROFESSIONAL FEES	160	0	(160)	160	0	(160)
OFFICE AND COMPUTER SUPPLIES	(262)	267	529	(1,219)	1,600	2,819
OFFICE SPACE COSTS	552	408	(144)	3,031	2,448	(583)
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	82	42	(40)	231	250	19
TRAVEL AND ACCOMODATION	0	33	33	0	200	200
MEALS AND ENTERTAINMENT	0	29	29	0	175	175
CONFERENCES AND TRAINING	792	125	(667)	792	750	(42)
MINOR EQUIPMENT	0	83	83	0	500	500
MISCELLANEOUS	0	83	83	779	500	(279)
	6,041	5,645	(396)	32,215	33,873	1,657
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	9,143	11,072	1,929	55,386	66,429	11,043
PROMOTE PHYS ACTIVITY PROJECT	6,113	10,731	4,618	31,092	64,385	33,293
IMPROVE IMMUNIZATION PROJECT	8,903	14,238	5,335	162,591	85,428	(77,163)
PALLIATIVE CARE PROJECT	1,706	2,931	1,224	20,630	17,583	(3,047)
POLYPHARM APP PHASE 2 PROJECT	15,317	16,067	750	109,748	96,400	(13,348)
MISCELLANEOUS	0	0	0	0	0	0
	41,182	55,038	13,855	379,447	330,225	(49,222)
TOTAL EXPENSES	47,751	60,683	12,932	415,608	368,545	(47,063)
NET EARNINGS (LOSS)	26	4,331	(4,305)	3,108	25,987	(22,879)

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
2021-09-30

ASSETS

CURRENT ASSETS

CASH	\$401,932
ACCOUNTS RECEIVABLE	231
TOTAL CURRENT ASSETS	<u>\$402,163</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$47,238
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$457,002</u></u>

LIABILITIES

CURRENT LIABILITIES

TOTAL CURRENT LIABILITIES	<u>\$0</u>
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LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
NET INCOME (LOSS) FOR PERIOD	231
TOTAL FUNDS	<u>\$457,002</u>

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$457,002</u></u>
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
6 MONTHS ENDING 2021-09-30

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$146	\$146	(\$0)	\$877	\$877	(\$0)
INTEREST INCOME	231	225	6	1,395	1,350	45
TOTAL REVENUE	\$377	\$371	\$6	\$2,272	\$2,227	\$45
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$325	\$325	\$0
	\$0	\$0	\$0	\$325	\$325	\$0
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$384	\$339	\$45	\$1,714	\$2,034	(\$321)
BANK INTEREST & CHARGES	-	5	(5)	-	30	(30)
MISCELLANEOUS	0	0	0	2	0	2
	\$384	\$344	\$40	\$1,716	\$2,064	(\$349)
TOTAL OPERATING EXPENSES	\$384	\$344	\$40	\$2,041	\$2,389	(\$349)
OPERATING SURPLUS (DEFICIT)	(\$7)	\$27	(\$34)	\$231	(\$162)	\$393
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	(\$7)	\$27	(\$34)	\$231	(\$162)	\$393



Attached is a proposed budget for York Care Centre Inc. for the fiscal year ended March 31, 2022. The first column is the 2020-21 budget approved by the Board in September 2020. The second column is the budget approved in March 2021. The third column is the budget proposed for approval in October 2021.

YORK CARE CENTRE INC. PROPOSED BUDGET 2021-22

	2020-21 Budget Approved Sept 2020	2021-22 Budget Approved March 2021	2021-22 Budget Proposed Oct. 2021	Change From March 2021 Budget
Estimated Grant from Social Development	\$21,740,126	\$21,021,815	\$21,254,517	\$232,702
Estimated Revenue from other sources	1,078,886	1,037,077	1,068,031	30,954
Total Estimated Revenue (Excluding Budget Amendments)	\$22,819,012	\$22,058,892	\$22,322,548	\$263,656
Operating Expenditures:				
Care Services, Recreation & Pastoral Care	\$9,195,859	\$8,838,434	\$9,110,852	\$272,418
Operations, Dietary and Environmental Services	6,489,727	6,172,477	6,156,620	-15,857
Administration, Education and Employee Benefits	4,025,947	3,905,267	3,872,362	-32,905
Research	50,000	65,000	65,000	0
Capital Mortgage, Loan payments and Depreciation	3,057,479	3,077,714	3,117,714	40,000
Total Ordinary Expenditures	22,819,012	22,058,892	22,322,548	263,656
Ordinary Surplus (Deficit)	\$0	\$0	\$0	\$0
Less Transfer to Replacement Reserve Fund	-3,300	-3,300	-3,300	\$0
Net Increase (Decrease) in Operating Fund balance	-\$3,300	-\$3,300	-\$3,300	\$0

Byard Smith, CPA, CMA, BBA
Chief Financial Officer
October 21, 2021

Assumptions or other factors used in formulating the YCC 2021-22 budget:

1. The \$180,000 Capital expenditures included in this budget reflects the five year plan prepared by the Senior Leadership Team.
2. This budget reflects the care hours that are incorporated in the schedules reflecting the skill mix ratios of 15% RN , 21.83% LPN and 63.17% RA. The announced increase in Care Hours from 3.1 to 3.2 hours per resident day on October 1, 2021 is based on the same % split
3. In April 2021, the Minister of Social Development announced that hours of care in nursing homes would increase from from 3.1 to 3.2 hours per resident day on October 1, 2021. The increased cost and associated revenue of \$172,334 from Social Development is included in this adjusted budget for 2021-22
4. There is no standard inflation rate applied to expenditure areas. A detailed analysis was done of year over year expenditure changes and a budget was arrived at which we think is attainable and reasonable.
5. We have now received the 2021-22 budget document from Social Development. The proposed budget reflects actual revenue and expenditure to be funded by SD for 2021-22.
6. The CUPE Collective Agreement was settled in 2020. The 2021-22 proposed budget includes th 1% raise April 2021 and 1% October 2021, for both the expenditure and the revenue from the Dept. of Social Development. The Non-bargaining pay increases of 0.5% in April 0.5% in October are also reflected in the expenditure and revenue from Social Development.
7. The RN contract expired Dec. 31, 2018, and no future wage increases are budgeted. SD should be funding the majority of contract increases once they become known.
8. The Dept. of Social Development has funded \$244,358 as Safe Restart Funding re COVID costs for Quarter 1, 2 and 3 of fiscal 2021-22. This revenue is showing as operating revenue from the Dept. of Social Development.
9. The Meals on Wheels organization has ended our relationship effective January 17, 2021. The 2021-22 budget reflects \$0 revenue and expenses re the MOW program.



York Care Centre Inc.
Comparison of 2020-21 and 2021-22 Budgets

	Expenditure	Revenue
Approved Expenditure / Revenue Budget for 2020-21 (Sept, 2020)	\$22,819,012	\$21,740,126
Other revenue sources for 2020-21		\$1,078,886
		<u>\$22,819,012</u>

YCC Budget Changes since Budget approved by Board in June 2021:		
Increase revenue and expense budget re Memory Lane Project 2021-22	\$30,000	\$30,000
SD Budget Increased less than forecast in March 2021 by		-\$183,970
Lower NT Pension Expense based on SD funding	-\$91,891	
Add revenue budget re Safe Restart Program Q1, Q2 and Q3		\$244,338
Increase COVID related expenditure budget	\$56,346	
Increase salaries re Sept 30 STAT	\$40,000	
Increase in YCC to other Company Chargebacks		\$1,800
Lower revenue from Amortization of deferred contributions		-\$846
Increase depreciation budget to reflect estimated expense	\$40,000	
Reduce Repairs and Maint Budget	-\$23,329	
Lower Admin expenses to balance budget	-\$41,250	
SD Funding for 0.1 Care Hours increase Oct 1/21		\$172,334
YCC expenses for care hour increase Oct. 1/21	\$131,780	
Research One-time Grant to CIRA	\$122,000	

The following variances were presented in March 2021 YCC Budget:

Remove revenue and expense re CUPE retro in 2020-21	-\$1,793,404	-\$1,793,404
Increase in Dept. of Social Development Budget forecast in March 2021		\$1,075,095
Reduce Revenue and expenses re Meals on Wheels Program	-\$116,428	-\$116,428
Reduce Interest Income based on actual 2020-21		-\$8,880
Reduce Cafeteria Revenue based on actual		-\$20,220
Increase revenue from YDI Security		\$3,186
Increase cable TV revenue (Rate up \$0.50 per month); lower Cable Expense to actual	-\$2,683	\$1,020
Increase Resident phone and internet revenue		\$11,346
Reduction in revenue re Chargebacks to YDI, CIRA and YCF		-\$9,544
Increase in Care and Dietary rebates		\$13,500
Increase in other Care services Revenue re B Robertson		\$9,024
Decreased revenue for GET Inspired Committee (NBANH stopped funding)		-\$5,000
Decrease in Admin revenue		-\$8,539
Increase in Amortization of Deferred Revenue		\$78,724
Increase Depreciation Expense	\$78,724	

Entered new inputs for wage rates, CPP, EI, pension, health & dental,

WHSCC Rate decreased from 6.04% to 6.03%	\$258,397	
NT Pension Expenses lower than in 2020-21	-\$118,745	
Mortgage / Loans / Depreciation Lower in 2021-22	-\$58,489	
Property Tax (same in 2021 as 2020)		
Increase in Salaries re CUPE and Non-Bargaining COLA plus pay adjustments	\$881,604	
Increase re probable Insurance premium increases	\$14,000	
Increase 1 sick day for RN, LPN and RA	\$31,388	
Increase Research grant increase from YMI to CIRA	\$15,000	
Add revenue and expenses budget re Experiential Learning program	\$10,000	\$10,000
Reallocation among supplies budgets plus additional expense budget	\$40,516	

2021-22 Total Budget

\$22,322,548	\$22,322,548	\$0
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Changes to Grant from Soc Dev't:

2020-21 CFO Actual Budget from Soc Dev't in June 2020	\$19,952,720
Index CPP, EI, WSNB and Pension expense	\$177,192
CUPE Contract and Non-Bargaining Funding for 2021-22	854,304
Indexing of non-wage items	23,171
Actual Insurance premium Increase	13,692
Adjust Non-Transferable re Loans and Mortgages and Pensions	-177,234
Adjust for Safe Restart Revenue Q1, Q2 and Q3	244,338
Adjust for 0.1 Care Hour increase Oct 1/21	172,334

Total 2021-22 SD Adjustments

1,307,797

Estimated 2021-22 Soc Dev't Grant

\$21,260,517

Less Estimated Vacant Bed day reduction for 2021-22

-6,000

Estimated actual revenue from Social Development

\$21,254,517

Updated: October 21, 2021



York Care Centre
Inc. Budget
2021-2022

Operating Revenue	21,260,517.00
Less Vacant Bed Day Revenue reduction	(6,000.00)
Recoveries	1,068,031.38
Total Revenues	22,322,548.38

Care Salaries	8,334,219.12
Care Supplies	359,442.00
Recreation Salaries	240,177.25
Recreation Supplies	25,728.00
Pastoral Salaries	-
Pastoral Supplies & Contract for Services	29,286.00
Total Care Services	8,988,852.37

Research Salaries & Benefits	-
Research - Supplies & Expenses	187,000.00
Total Research	187,000.00

Operations - Salaries	228,120.71
Operations - Supplies	183,080.00
Dietary Salaries	1,212,790.22
Dietary Supplies	839,719.00
Environmental Services Salaries	1,637,504.11
Environmental Services Supplies	2,055,406.14
Total Operations	6,156,620.18

Administration Salaries	543,555.66
Administration Supplies	266,703.69
Education Salaries	-
Education Supplies	56,142.00
Employee Benefits	3,005,960.47
Total Administration Services	3,872,361.82

Supportive Housing Salaries	Moved to YDI
Supportive Housing Supplies	-
Total Supportive Housing	-

Total Capital Operating	3,117,714.00
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Total Expenses	22,322,548.38
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Operating Surplus/(Deficit)	(0.00)
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Capital Budget Items	180,000.00
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Net Surplus/(Deficit)	(180,000.00)
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Draft #5 re 2021-22 Budget Change from Draft #5

Approved by Board
March 22, 2021

21,027,815.00	232,702.00
(6,000.00)	-
1,037,077.02	30,954.36
22,058,892.02	263,656.36

8,213,801.23	120,417.89
329,442.00	30,000.00
240,177.25	(0.00)
25,728.00	-
-	-
29,286.00	-
8,838,434.48	150,417.89

-	-
65,000.00	122,000.00
65,000.00	122,000.00

228,120.71	0.00
183,080.00	0.00
1,209,213.81	3,576.41
839,719.00	0.00
1,633,608.34	3,895.77
2,078,734.72	-23,328.58
6,172,476.58	-15,856.40

543,555.66	0.00
249,207.69	17,496.00
0.00	0.00
56,142.00	0.00
3,056,361.61	-50,401.14
3,905,266.96	(32,905.14)

0.00	0.00
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3,077,714.00	40,000.00
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22,058,892.02	263,656.36
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0.00	-0.00
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	-0.00
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SUMMARY TOTALS

Salary	12,196,367.08	54.6%
Employer Benefits	3,005,960.47	13.5%
Subtotal - Salary & Benefits	15,202,327.55	68.1%
Supplies and Other Exp	4,002,506.83	17.9%
Dep'n and Mortgage	3,117,714.00	14.0%
22,322,548.38		100.0%

Summary of Changes Above:

Salaries and Ben	77,488.94
Supplies	24,167.42
Research Grant	122,000.00
Capital Operating	40,000.00
263,656.36	

York Care Centre Inc.
Revenue
2021-2022

Description	Code	Proposed Budget	
DSD Funding (Original Budget)		20,843,845.00	
COVID Safe Restart Revenue Q1 and Q2	5891-005	244,338	Q1, Q2 & Q3 Safe Restart Funding from SD @ \$81,446
Add Oct 1 Care Hours Increase	5000	172,334.00	G/L 5000 0.1 care hours increase Oct 1/21
Expected Non Trans add'l Pension funding			G/L 6855 Adjust this line after we receive SD actual budget
Less Estimated vacant Bed Day reduction		(6,000.00)	
Recoveries:			
Non - Recurring DOH Subsidy	5620	-	Revenue and Expenses re Budget Amendments not budgeted
CMHC Sect. 56.1 Subsidy	5950	-	CMHC Rev ended in April 2016
Amount of Deferred Contributions	7200	310,171	Based on estimated at Feb 2021 plus New Year
Investment Income	5730	9,120	\$760 per month on bank accounts
Recoveries - Education	5875	50,000	Contract March 1, 2015 to Feb 29, 2020 \$50,000 / year ,
Recoveries - Meals on Wheels	5801	-	Prog ends Jan/21
Recoveries - Cafeteria	5802	56,960	\$4,594 actual Apr to Dec/20 add Raise fees 5% April 1/21=\$4715
Recoveries - Food Service	5800	3,400	estimate based on first 9 months of 2016-17 projected
Recoveries - Support Ser - Security	5861	53,740	2080 hours EU plus benefits
Recoveries - Support Ser - Van Rentals	5861-200	1,900	Est \$125 per month
Recoveries - Support Ser - Cablevision	5862	48,000	\$4,000/mth includes \$0.50 per month fee increase April 1/21 to \$27.50)
Recoveries - Support Ser - Resident Phones	5864	33,960	Used Sept to Dec 2020 monthly actual
Recoveries - Support Ser - Internet	5865	6,618	Used Sept to Dec 2020 monthly actual
Recoveries - Operations	5863	-	
Recoveries - Operations to YDI	5863-001	29,059	Operations Recovery from other YCC Companies
Recoveries - Operations to SH	5863-002	7,128	Operations Recovery from other YCC Companies
Recoveries - Operations to CIRA	5863-004	1,350	Operations Recovery from other YCC Companies
Recoveries - Care Services	5870	39,732	Revenue from WHSCC re B Robertson based on April 2019 \$2,534 X 12 plus \$300 Misc+ Care recovery from other companies
Recoveries - Care Services	5870	80,000	Revenue from Donations to offset Birch Grove Memory lane Project
Recoveries - Care Services to CIRA	5870-004	38,116	Care related recovery from CIRA
Recoveries - CFHI Anti-Psychotic	5871	-	
Recoveries - Research project General	5872	23,092	Def Contrib from Jean Coutu \$23,092,
Recoveries - Age Well HUB	5833	-	Research revenue moved to Age-Well HUB or CIRA companies
Recoveries - Research project CC-ABHI Spark	5832	-	
Recoveries - Research SR Care SIF	5834	-	
Recoveries - Care Services rebate	5873	7,200	Rebate from Cardinal Health (based on actual \$7,182 received Apr 2020 to Mar 2021)
Recoveries - Activities	5880	-	
Recoveries - GET Inspired Committee	5806	10,000	\$0 from NBANH, EI Reduction \$9,500; Recovery Vending machines \$500
Recoveries - Food Service Rebates	5805	25,500	Complete Purchasing (\$12,750 Rec'd Feb 2021 X 2 for next year with 3% rebate
Recoveries - General	5890	-	
Recoveries - Administration	5891	20,369	YCP interest \$4,069 for 2021-22 + \$1,000 Misc; YMI Recovery from YCF
Recoveries - Administration to YDI	5891-001	132,510	
Recoveries - Administration to SH	5891-002	19,790	
Recoveries - Administration to ADP	5891-003	3,100	
Recoveries - Administration to CIRA	5891-004	75,997	
Recoveries - ADMIN COVID19	5891-005	-	Included in SD Revenue above
Recoveries - Prior Period Recovery	5892	10,000	
Recoveries - Project Workers	5991	27,000	Summer Students 17,000 + Experiential Learning students \$10,000
Total Recoveries		1,068,031.38	
Total Revenue Net of vacant Bed days		22,322,548.38	

Summary of Revenue by Division:	SD Safe Restar	Total
Administration	347,886	592,224
Care	133,140	133,140
Operations	276,835	276,835
Capital	310,171	310,171
	1,068,031	1,312,369

Notes re Revenue Changes:

Meals on wheels; index wage portion \$2.10 by 1% and food portion \$4.15 by 3%



YORK
CARE CENTRE

CIRA
CENTRE FOR INNOVATION
AND RESEARCH IN AGING

YORK
DEVELOPMENTS
LIFESTYLE LIVING

BRIEFING NOTE

To: Finance and Administration Committee

From: Byard Smith, Chief Financial Officer

Date: October 18, 2021

RE: **One Time Funding to CIRA**

Background

In March 2018, the Centre for Innovation and Research in Aging (CIRA) was established, with seven research projects initiated and funded by the various partners. The company's launch was done without the typical start-up investment for non-project salaries, equipment, supplies, etc. As a result, in its first two years of operation, CIRA accumulated a deficit of \$119,200.

Effective 2020-21, to support YCC specific research initiatives, YCC started providing annual research grants to CIRA: \$50,000 in year one and \$65,000 in year 2. This additional revenue has helped to stabilize CIRA's operational costs, with a break even/small surplus projected for 2021-22.

There are currently five research projects that are expected to finish by October 2022.

The fact that many projects provided their funding in up-front payments, CIRA has been able to cover its expenses without incurring bank overdrafts. However, without an infusion of revenue to offset the accumulated deficit, the bank balance will reach \$0 before the agreed and funded work is complete.

Current Status

As of September 30, 2021, CIRA's accumulated deficit is \$125,954.

York Care Centre is running a surplus in the 2021-22 fiscal year, primarily due to additional one-time funding provided under the Safe Restart Program by the Department of Social Development.

This funding is adequate to enable YCC to make an extra grant to CIRA to eliminate their accumulated deficit and still to allow YCC to finish 2021-22 in a balanced budget position.

Taking into consideration the forecast surplus that CIRA is running in 2021-22, it is estimated that approximately \$122,000 of additional revenue is required to put CIRA in a net \$0 deficit position by March 31, 2022.

Next Steps

I am proposing that the Finance and Administration Committee recommend to the Board of Directors that York Care Centre make an additional one-time research grant to CIRA in the amount of \$122,000 in the 2021-22 fiscal year to eliminate the accumulated deficit on CIRA's books.

As a result of this additional one-time grant, it is anticipated that the annual funding grant currently provided by YCC will help to mitigate future deficits.

Submitted By

Byard Smith, BBA, CPA, CMA
Chief Financial Officer



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

July 1, 2021 to September 30 2021
Quarter 2 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

- Facility wide retention in this quarter was similar to our last quarter. We received 19 resignations and 2 retirements. Reasons for resignations include 2 employees completing their post-secondary studies, 4 employees returning to school and 2 resignations were a result of the employees moving. We on-boarded and welcomed 18 new staff members and the HR team continues to actively recruit and on-board regularly.
- The Staff Schedule Care system received a complete update, and information sessions were scheduled for staff to provide additional training on the new format.
- We accepted three students from Leo Hayes high school who are participating in the Long-Term Care Co-op 120 Course. These students participate in a 15-week program (combination of theory and clinical hours), then complete a preceptorship program.
- Our 'Get Inspired Team' organized various events and 'tokens of appreciation' for our employees. Some noteworthy celebrations included: 'End of Summer Barbeque' with tasty treats and 'Support Services Week' (Sept) which was celebrated with each member of that team receiving a small gift and 2 draw prizes for \$50 gift cards.
- Our Employee Wellness Specialist submitted her notice of resignation this quarter. During this quarter, our Employee Wellness Specialist provided 15 one-on-one sessions addressing attendance and staff wellness, and also facilitated 4 Yoga/Pilates classes. We continued with facilitating the Staff Wellness Challenge this quarter.
- Level 2, Excellence in Leadership was scheduled for October, but was postponed due to the rise in COVID cases.
- A quarterly employee survey was not conducted in the Q2. The focus this quarter was on scheduling which, through past employee surveys, was an area to examine. The HR team consulted with an outside organization (Workforce Edge) specializing in strategic scheduling enhancement. After several discussions they submitted a proposal. HR as well put a 'call out' to staff for those interested in participating in a Scheduling Focus Group. During the Q2, meetings were held where the group examined and continues to discuss various scheduling issues. Next steps involve surveying the staff specifically on the topic of scheduling and having individual discussions. Once data is obtained from these sources, the goal is to 'trial' potential solutions.
- The Q1 employee survey focused on 'Employee Recognition and Rewards'. Programs which will be implemented include: staff recognition years of service beginning on year 5 and continuing with 5-year increments, providing 'real time rewards' on the units and implementing a second general scholarship program.

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%	93%		
# employee wellness & recognition events This indicator looks at the number of events or activities held for staff	19	16		

Hours Worked	Q1	Q2	Q3	Q4
absenteeism This indicator looks at days absent per FTE across the organization	14.42	13.82		
% overtime hours This indicator looks at the amount overtime hours across the organization	3.87%	4.08%		
% hours of professional care (RN/LPN) This indicator compares our worked hours to the hours required in the nursing home standards	99%	98%		

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%	N/A		
How do you feel about the CEO message(s) to staff?	94%	N/A		
How do you feel about the work of the GET Inspired Committee?	87%	N/A		
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%	N/A		
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%	N/A		
Please indicate your level of support if we were to implement a second (personal development) scholarship program that any employee could apply to.	96%	N/A		

2. Assisted & Independent Living

Hawkins House: During Q2

- 5 Move ins (3 vacancies from Q1)
- 2 Move outs

Independent Living: During Q2

- 2 Move ins (2 vacancies from Q1)
- 0 Move outs
- 1 transfer within 95
- Rent adjustments
 - Rents were increased September 2021 for the independent units, increasing revenue by 2.8% before subsidies are applied

3. Process Improvement

There have been no project completions regarding green belt certification. 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. Partnerships

Leo Hayes high school partnership with Long Term Care Co-op 120 course.

YCC Social Media:

Facebook spiked in the months of July and September. The spike in July was attributed to the anniversary of two of our residents (received over 300 comments). September posts included employee and volunteer recruitment as well as the celebration of a resident's anniversary. We gained 51 'likes' and generated 55 posts.

Twitter gained 4 new followers and generated 23 Tweets.

LinkedIn experienced an increase in August with posts on our candidate selection for the Director Aging Care & Lifestyle Living as well as staff appreciation events. We gained 9 followers and produced 17 LinkedIn posts.

Instagram gained 14 followers and we produced 30 posts.

CIRA Social Media

Facebook generated 24 posts.

Twitter spiked in July with project announcements and updates. 23 Tweets were made.

LinkedIn also spiked in July due to project announcements and updates. 23 posts were made during the Q2.

5. Financial Services

- York Care Centre incurred a surplus of \$79,991 during Quarter 2. This resulted from receiving Safe Restart Funding from Department of Social Development of \$81,446, offset by overexpenditures in building repairs & maintenance and by under expenditures in salaries & benefits and heat & electricity. YCC provided employees Sept 30, 2021 as a STAT holiday costing approximately \$50,000 in Q2. YCC has a YTD surplus of \$189,833.
- CIRA incurred a surplus of \$1,150 during Q2. This resulted from the administrative expenses not charged to projects being lower than budgeted. CIRA has a YTD surplus of \$3,108.
- YDI incurred a deficit of (\$3,404) during Q2. This resulted primarily from over expenditure in repairs & maintenance, offset by under expenditures in grounds maintenance and other supplies. YDI has a YTD surplus of \$11,716.
- Overall, the three companies have a second quarter surplus of \$77,737 on the Q2 actual revenue of \$6.25 million. This equals 1.24% of the revenue for the second quarter.
- The three companies have a Year to Date surplus of \$204,657 on the YTD actual revenue of \$12.38 million. This equals 1.65% of the total revenue for the first and second quarter.

6. Facilities, Building, and Infrastructure

The Facilities Team have completed several upgrades including one that eliminates the need to manually reset some breakers in the Tower after a power loss and another that provides more consistent delivery of tempered hot water in Birch Grove. 29 resident rooms were refurbished.

Memory Lane Campaign (Birch Grove Refurbishment)

The project has slowed down over the summer months, but curtains have been ordered and wall murals and painting are progressing.

Grounds, Gardens, Patios, and Courtyards

The parking lots had a fresh coat of sealer applied and staff, students and volunteers have done a great job maintaining the grounds, patios, and courtyards. The patio on the Elm Unit of Dixon has been fenced in which will provide another outdoor space for residents and families.

Donor & Recognition Wall

Content of the donor and event information has been enhanced on the two video walls and the pictures of our past board chairs have been installed on the opposite wall.

Working with a contractor on design of the historic time line to show the founders and YCC growth over the years for the wall beside Dave’s Café.

Wetlands Project

The application for SEED funding through CMHC has been completed and submitted. Expecting a response mid November. This funding will potentially fund the design and application requirements for the CMHC project funding. 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	89 kg		

7. Progress on Strategic Goals

Resources Pillar	Q1	Q2	Q3	Q4
Leadership Development (XcelCare) Two XcelCare leadership development events held.	0%	0%		
Process Review & Improvement (XcelCare) Complete a review of scheduling process with future state identified and operational.	20%	20%		
Voice of the Customer Methodology in place and functional for capturing voice of employees, residents, and families.	100%	0%		
Updating Board Policies 100% of board policies updated.	0%	0%		
Updating Corporate Policies 40% of corporate policies updated.	4%	2%		
Environment Pillar	Q1	Q2	Q3	Q4
Senior's Living Business Case Business Case for senior's living presented for Board of Directors consideration.	25%	30%		
Recycling Program / Carbon Footprint Reduction Implement a facility-wide recycling program to support reducing waste to landfill.	20%	20%		
Resident Meals Improve overall resident meal satisfaction with a goal to have an average of 90% of residents rating 'I enjoy meal times' at three hearts or better by March 31, 2022.	93%	90%		

This quarter we did a one-time deeper dive into food services – specifically, we wanted to learn more from residents about their likes and dislikes related to the quality of food, service delivery, dining environment, etc.

Food Services Survey (% of residents that rated a question at three hearts or better)				
The meals taste nice.	n/a	83%		
The meals have excellent and distinct flavors.	n/a	67%		
I enjoy mealtimes.	n/a	63%		
I like the way the vegetables are cooked.	n/a	53%		
The meat is soft and moist.	n/a	74%		
The food is as good as I expected.	n/a	58%		
I really enjoy eating my meals.	n/a	74%		
I like the way my meals are presented.	n/a	84%		
The hot foods are just the right temperature.	n/a	63%		
I am able to choose the portion size of my meal.	n/a	79%		
I know I can have an alternative if I do not want what is on the menu.	n/a	84%		

I like the atmosphere in the dining room at mealtimes.	n/a	61%		
The plates and cutlery are reasonable.	n/a	100%		
I enjoy the residents I sit with at meal times.	n/a	100%		
The staff who serve my meals are neat and clean.	n/a	100%		
The cutlery and dining aids that I am given help me to manage everything on my plate.	n/a	100%		
The main meals are served at times that are good for me.	n/a	100%		
I like the décor and paint colors in the dining room.	n/a	88%		