



## **Report to the Board**

President & Chief Executive Officer

For the period: June 11 to August 30, 2021

### **Prepared By:**

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Presented via email

## 1.0 ANNUAL OPERATING GOALS & ORGANIZATIONAL INDICATORS

### 1.1 STRATEGIC PLAN – ANNUAL OPERATING GOALS

- The visual below summarizes progress towards our 5-year strategy, including progress for the current fiscal year.
- Progress on specific goals are reported at the quarterly board committee meetings and included in the supporting staff reports.

Annual Strategic Scorecard		2019 / 2020	2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024
Care Services	Target (goals)	5	3	3	TBD	TBD
	Avg % Progress	93%	64%	46%		
Resources	Target (goals)	10	4	3	TBD	TBD
	Avg % Progress	68%	70%	28%		
Environment	Target (goals)	10	2	3	TBD	TBD
	Avg % Progress	74%	55%	23%		
Partnerships	Target (goals)	7	3	3	TBD	TBD
	Avg % Progress	100%	67%	42%		
Research	Target (goals)	8	2	3	TBD	TBD
	Avg % Progress	94%	100%	23%		
Year End Target (# of goals)		40	14	15	TBD	TBD
Avg Goals Achieved		86%	71%	32%		

## 2.0 PEOPLE & CULTURE

### 2.1 NEW LEADERSHIP POSITIONS

- Jamie Roy Vice President, Care Services & Quality, and Justine Henry, Executive Director, CIRA are settling into their new roles well.
- We added a new infection control resource nurse – promoted from within.
- We added a Director, Aging Care & Lifestyle Living, who will provide leadership for both clinical operations and the housing portfolio – promoted from within.

### 2.2 EXECUTIVE LEADERSHIP TRAINING

- Our newest SLT members (Shelley, Jamie, Justine) have been enrolled in an Excellence in Healthcare Leadership program with Saskatchewan's Johnson Shoyama Graduate School of Public Policy.
- The program is a four topic, online executive training program designed to strengthen health administrators' and policy makers' visioning and leadership skills.
- The program ends in the Fall.

### 2.3 GENERAL LEADERSHIP TRAINING

- Our internal Excellence in Leadership, Level 2 program is currently being finalized, including a line up of expert speakers. Anticipate the first session being held in late September, followed by a second class prior to March 31<sup>st</sup>.

## 2.4 EMPLOYEE REWARDS & RECOGNITION

- The industry is very competitive in terms of recruitment and retention.
- After examining what has been historically offered, and listening to employees about what's important to them, the following framework is being introduced.

# EMPLOYEE RECOGNITION & REWARD PROGRAMS

Program	Purpose	Policy	Notes
Years of Service Recognition Awards	To recognize long serving employees.	Long serving employees will be recognized as follows:  5-years of service = \$100 + special celebration 10-years of service = \$200 + special celebration 15-years of service = \$300 + special celebration 20-years of service = \$400 + special celebration 25-years of service = \$500 + special celebration 30-years of service = \$600 + special celebration 35-years of service = \$700 + special celebration	1. Cash rewards are not retroactive, however, a celebration will be coordinated to retroactively recognize current long serving employees. 2. Any amount over \$500 is deemed a taxable benefit as defined by the CRA. As an example, a \$700 cash reward would have a \$200 taxable benefit (\$700 - \$500 = \$200).
Scholarship Programs	To support employee growth and development.	Any employee may apply for consideration to one of two separate scholarship programs (The Judy Yeamans Scholarship & the General Scholarship). Combined, the maximum amount available each year is \$4,000 (\$2,000 per scholarship).	1. The Judy Yeamans Scholarship is restricted to employees who plan to advance their nursing skills (RA to LPN or LPN to RN). 2. The General Scholarship is open to all employees. 3. The program is managed by our Foundation with communication that goes out each year to notify staff when they may apply.
Real Time Recognition	To provide instant recognition for employees that go above and beyond.	Frontline leaders provided with a series of \$5 gift cards that may be given to employees, at their discretion, typically for going above and beyond.	1. Leaders will be asked to record disposition of gift cards.
GET Inspired Committee	To support social activities and doing fun things for employees.	The GET (Growth, Empowerment, Teamwork) Inspired Committee receives a \$20,000 annual budget to plan and do things that show employees that they are appreciated. The committee is led by a diverse group of employees from across our companies.	1. The GET Inspired Committee also organizes the annual holiday party, however, due to the pandemic they have been unable to host this event.
Fitness Centre Access	To support employee wellness.	Any employee may utilize the fitness centre at no cost. The fitness centre is available 24/7/365.	1. A washroom and showering facilities are being installed.
REFER-A-FRIEND	To support recruitment and retention.	Any employee that refers a friend for an LPN or RN position, and that friend is hired and works at least 500 hours within the first six months, will receive \$250 + the friend will receive \$500. If the friend works another 500 hours within the next six month period they will receive an additional \$500 + the employee will receive \$250 as well as a \$250 credit for educational purposes.	1. Subject to applicable tax withholdings.

## 3.0 CARE SERVICES

### 3.1 CURRENT PANDEMIC STATUS & HIGHLIGHTS

- ZERO COVID cases.
- At the time of this report, we remain at the Green Level of recovery.
- We have been managing through COVID for 500+ days.
- 75 CEO pandemic family updates provided. 170+ family members now trained as caregivers.
- About 99% of residents now vaccinated. 94% of employees vaccinated.
- Proof of full vaccination policy now in place and communicated. Applicable to all employees, new residents, new tenants, all contractors, all students, and all volunteers.
- All employees must provide proof of full vaccination by October 13<sup>th</sup> or be subject to weekly covid testing + vaccine safety course. If an employee fails to meet those requirements – progressive discipline, up to and including termination. No surprising, but on the day the communication went out, we experienced an immediate uptake in vaccination requests.
- Last piece of policy under development is how to manage unvaccinated residents, caregivers, and visitors.
- Also introducing a tightening of visitation to overlap with the start of the school year. Children from kindergarten to grade 12 not able to visit as of Sept 7<sup>th</sup> for a period of one month. Reduced visitation and extra vigilance in place as well.

### **3.2 HOURS OF CARE INCREASE**

- On April 27<sup>th</sup>, Social Development announced a funding increase for Nursing Homes.
- We are currently funded at 3.1 hours of care per resident (RN, LPN, RA, Rehab, Unit Clerks).
- As of October 2021, we will be at 3.2 hours of care per resident.
- As of April 2022, we will be at 3.3 hours of care per resident.
- If the funding lands according to the announcement, we will see an increase of about 16,000 hours by April 2022, which is about eight full-time equivalent positions. Equal to a budget bump in the range of \$650,000.

## **4.0 MEDIA & COMMUNITY ENGAGEMENT**

### **4.1 SOCIAL MEDIA**

- Overall, we continue to see good growth and engagement across our social media platforms.

### **4.2 MEDIA COVERAGE**

- In early August we received lots of positive media coverage related to our work around mandatory vaccinations.
- TJ News, CBC, Global, and CTV ran various versions of the story including on-camera and print interviews.

### **4.3 FREDERICTON CHAMBER OF COMMERCE**

- York Care Centre was nominated by a family for the Chamber of Commerce Business Excellence Awards. We have submitted all the necessary paperwork, and await the next step, which will include on-site interviews.

## **5.0 FINANCIALS**

- York Care Centre Inc. 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 Inc. 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.

## **6.0 NAME CHANGE**

- One of the annual operating goals for this fiscal year was to officially change the name of our long-term care organization from York Manor Inc. to York Care Centre Inc.
- This change has been completed, which means that the Board has four companies that it provides oversight of: York Care Centre Inc., York Developments Inc., York County Properties Inc., and the Centre for Innovation and Research in Aging Inc.