



Board of Directors AGENDA

Monday October 3rd at 6:45 pm

Zoom Details: <https://us02web.zoom.us/j/86789614809?pwd=SkErazZneEJQaVN1UnZPRWIEQ21kZz09>

Meeting ID: 867 8961 4809

Passcode: 555415

Item	Description	MRP
1.0	Call to Order & Introductions	Lyne St. Pierre-Ellis
2.0	Declarations of Conflict of Interest	
3.0	Approval of Previous Minutes: June 20, 2022*	
4.0	Business Arising	
5.0	Committee Reports	
5.1	Research & Ethics Committee	Keith MacAlpine
5.1.1	Q1 Research & Ethics Committee Report of Committee Chair	
5.1.2	CAN Health*	
5.2	Care Services Committee	Marjorie Belzile
5.2.1	Q1 Care Services Report of Committee Chair	
5.2.2	NB Seniors' Advocate Report*	Geri Geldart
5.3	Finance & Administration	Pierre LeBlanc
5.3.1	Q1 Finance & Administration Report of Committee Chair*	
5.3.2	Unaudited Financial Statements April – July, 2022*	
5.3.3	Revised York Care Centre Budget 2022 2023*	
5.3.4	Recommendation – Salary Adjustment Senior management*	
5.3.5	Recommendation – Loan extension – 2 mortgages with Industrial Alliance	
5.4	Governance & Audit Committee	Gary Beatty
5.4.1	Q1 Governance & Audit Report of Committee Chair	
6.0	New Business	
6.1	Report from the President & CEO*	Geri Geldart
6.1.1	Operational Goals Q1 Progress Report 2022 2023*	
6.1.2	YCC Performance Dashboard*	
6.2	Executive Committee Update	Lyne St. Pierre-Ellis
6.3	Report from the York Care Foundation Board Chair*	Hector Losier
7.0	Date of Next Meeting: - November 28, 2022	



**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive,
Fredericton NB,
Meeting On June 20, 2022 at 5:30pm**

Present: Lyne St-Pierre-Ellis, Marjorie Belzile, Marilyn Born, Gary Beattie, Keith McAlpine, Wayne Snowdon, Martin Ferguson, Doug Holt, Pierre LeBlanc, Brenda Bosse, Trina MacDonald, Geri Geldart (non-voting), Hector Losier (non-voting)

Staff: Byard Smith

1. Call to Order & Introductions

The Chair, Ms. St-Pierre-Ellis called the meeting to order.

2. Declarations of Conflict of Interest

Ms. St-Pierre-Ellis asked members to review the agenda and self-identify if there was the potential for a conflict of interest.

3. Approval of Minutes: April 20, 2022

It was moved by Mr. Beattie and seconded by Mr. McAlpine that the Minutes of April 20, 2022 be accepted as presented by the board - Motion carried

4. Business Arising

4.1 The Return of the Unvaccinated Employees - Update

- Ms. Geldart recalled there were 6 unvaccinated employees terminated. A settlement offer was made to all, but only one employee has accepted the offer and this employee will return in July. It is unknown at this time if CUPE will take the outstanding grievances to arbitration.

4.2 Vacant Beds – Update

- Ms. Geldart confirmed the update is available in the CEO Report.

5.0 New Business

5.1 Governance & Audit Report

5.1.1 Draft Audited Financial Statements 2021/2022 (YCC, YDI & CIRA)

- Mr. Smith explained that Teed Saunders and Doyle conducted the audits for this year after PwC announced their resignation due to workload. The audit transition was smooth.
- Mr. Smith confirmed that Teed Saunders and Doyle did not find any errors that required audit adjustments. They issued a clean unqualified opinion for York Developments Inc. and CIRA.

York Care Centre Inc. received a qualified opinion in regards to depreciation on the original buildings and retirement allowance obligation.

- Mr. Smith explained that YCC depreciates the buildings over the same time frame as the principal reduction of long-term debt rather than on the estimated useful life of the buildings. This allows better matching of the funding received from the Department of Social Development with the depreciation expense. To record an expense for the retirement allowance for employees who are still working would require an actuarial study which would cost a significant amount. Since the Province of NB fund the retirement allowances at the time employees retire, if we did record the liability for unpaid retirement allowances. We would also record a receivable for the same amount of funding to be received from PNB in the future. Therefore, there is no bottom-line impact relative to the method YCC uses to record retirement allowance at the time the employee retires, but there is a cost saving of not having to pay for actuarial studies.
- Mr. Holt commented that he agreed with Mr. Smith and having this methodology explained to the Board, as stakeholders, was helpful.
- Mr. Holt identified a formatting issue with the supplementary financial statements and Mr. Smith will request Teed Saunders Doyle to rectify the issue.
- Mr. Holt pointed out that the reference “to the stakeholders” in the YDI statements should say “to the Board of Directors. Mr. Smith requested TSD make this change.
- Mr. LeBlanc referenced page 9 regarding the Pension Program. Mr. Smith confirmed Teed Saunders Doyle did not make any adjustments to the number based on the pension plan. Mr. Smith to follow up with Teed Saunders Doyle to define what the last sentence is regarding the Provincial Pension Plan.

It was moved by Mr. Beattie and seconded by Mr. Wolstenholme that the draft Audited financial statements are approved by the Board of Directors as presented - Motion Carried

5.1.2 Draft Unaudited Financial Statements 2021/2022 (YCP)

Mr. Smith confirmed the total revenue for 2021-2022 Year \$4,648 verses expenses of \$325 property tax and the remaining balance of \$4,300 was paid to YCC as a contribution.

It was moved by Mr. Beattie and seconded by Mr. LeBlanc that the draft Unaudited financial statements for YDI are approved by the Board of Directors as presented - Motion Carried

5.2 Auditing Process (YCP)

- Mr. Smith confirmed YCP was not audited by Teed Saunders Doyle because of the small volume of transactions and an audit would cost as much as the total revenue earned by YCP.

5.3 Appointment of Auditors

- Mr. Smith clarified that Teed Saunders Doyle has offered to carry out the audit process for YCC, YDI and CIRA at a reduced cost next year, approximately \$5,770 plus HST less than what was charged this year.

It was moved by Mr. Beattie and seconded by Mr. Holt that the Board recommend the appointment of Teed Saunders Doyle go forward to the AMM for approval as the 2022-2023 Auditors
-Motion Carried

5.4 Board Appointments

5.4.1 Appointments to the Board

- Ms. St-Pierre-Ellis confirmed that Mr. Wolstenholme will be stepping down as a member and thanked him for his term.
- Mr. Beattie confirmed that Deborah Wybou, previous board member has shown an interest in returning to the Board and Mr. Beattie will approach her regarding this opportunity before advertising for new committee Members.

It was moved by Mr. Beattie and seconded by Ms. Born to approach Ms. Wybou before advertising for new committee members
- motion carried

5.4.2 Appointment to Officers

- Mr. Beattie confirmed that Ms. Belzile has offered to step into the role as Vice Chair.
- Signing officers – to include Ms. Geldart and Ms. Jamie Roy as signing officers.

It was moved by Mr. Beattie and seconded by Mr. Snowdon that the Board accepts Ms. Belzile's offer as Vice Chair
- Motion Carried

It was moved by Mr. Beattie and seconded my Mr. Snowdon that the Board approves the new signing officers
- Motion Carried

5.4.3 Appointment of Chairs of Committee

- Mr. Beattie confirmed the Committee chairs as status quo.

5.5 Members Attendance

- Ms. St-Pierre-Ellis said the Governance & Audit Committee looked at attendance and has some concerns about some members' attendance and suggested members look at their attendance and to let her know if there are any issues with staying committed.
- Ms. Belzile said the meeting time for the Research and Ethics Committee should be considered to start later and make the time more consistent with the other meeting times.

5.6 Board Assessment

- Mr. Beattie referenced the results of the Board assessment and expressed that the results were lower than a typical year. It was suggested that members may have become disconnected because of no face-to-face meetings due to COVID-19.
- Ms. St-Pierre-Ellis said it was decided that SLT would give presentations to the Board as a tool for ongoing board member education. Ms. St-Pierre-Ellis suggested the Committee Chairs to explore ideas with their committee members.

5.7 Report from the President & CEO

5.7.1 Quarterly Report

- Ms. Geldart announced that the COVID-19 outbreak was finally declared over at midnight last night. The facility is now fully open to visitors and the volunteer and recreation programs are up and running. The Summer SEED student positions have been approved.
- We are waiting to hear from Social Development regarding the funding proposal for the ADP program.
- Nursing Home Inspection was on June 7 & 8 and there were 15 infractions reported, mostly due to documentation.
- The failure to deliver to hours of care has not been met for several years and is a concern. Mr. Smith clarified there was only one month out of the year that we have been able to deliver the 2.89 hours of care as COVID-19 continued. Currently short on 2 x RN/day, 1 x LPN/day and 5 x RA/daily.
- Family and resident satisfaction was rated good.
- Recruitment and retention have been an issue and attendance management needs to be ongoing.
- The Retroactive payments for the NBNU collective agreement are being paid on June 23.
- Staff celebrations including the Staff Appreciation BBQ and the Long Service award and Retirement celebrations were held in May.
- CIRA and some of our admin departments are experimenting with flex time work arrangements.
- Michel Boyer, Director Facility and Infrastructure Services, has replaced Tim Boone.
- The proposed sidewalk is being addressed and the fire road paving at the back will be completed soon.
- Mr. Holt asked for more clarification on point 2.5 Vacant bed days and Ms. Geldart explained that YCC stopped admitting new residents during outbreaks and also due to lack of staffing. Mr. Smith confirmed most of the COVID related expenses were covered by the Safe Restart Funding.

5.7.2 Operating Plan 2022-2023

- The Operating Plan for 22/23 was circulated with the package.
- Ms. Geldart advised that work has already commenced on many of the objective.
- Regarding the objective to increase YCC's leadership in the community, Mr. Holt suggested that board members could also be involved in reaching out to stakeholders. Mr. Beattie added that board members have a responsibility to promote YCC in the community.

5.8 Annual Report 2021/22

- Ms. Geldart presented the final version of the 21/22 Annual Report which will be presented for approval at the Annual Meeting of Members.

5.9 YC Foundation Report

- Mr. Losier presented the Foundation report highlighting the Golf Tournament was very successful and that the West Hills Course has been rebooked for June 8, 2023. More sponsors are required. Approximately \$18,000 net was raised.
- Laugh for Care Dinner is being planned for the fall. Anticipate selling 300 tickets.
- Up to 1,000 Christmas Wreaths will be available to purchase.
- Bingo will be launched in September.
- Fundraising list to be identified.
- The carpenter training centre will be donating small garden boxes.
- 2 new board members have joined and expect two more in the July, making it a full board.

5.10 Social Development Inspection Report

- As discussed during the President and CEO Report.

5.11 Approval of Draft Meeting Schedule

- Ms. St-Pierre-Ellis suggested that the board goes with the dates for now.

5.12 Strategic Plan

- Ms. St-Pierre-Ellis announced a new committee will be established to review the Strategic Plan. All Chairs of Committees will join

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

Lyne St-Pierre-Ellis, Chair

Caroline Marygold, Recording Secretary



BRIEFING NOTE

AGENDA ITEM:

Research and Ethics Committee – CANHealth Network

ACTION REQUIRED:

Approval

Discussion

Information

MOTION:

Motion:

It was moved by Gary Beattie, seconded by Tracey Burkhardt that the Research and Ethics Committee recommend the Board of Directors endorse our intention to join the CANHealth Network.

Motion carried.

SUMMARY:

Members of the Senior Leadership Team have met with representatives of the CANHealth Network (Coordinated Accessible National Health Network) to explore the opportunity of joining the network. Established by the federal government, its objective is to introduce new solutions (products, technologies, services) to the health care system and pave the way for Canadian businesses to scale up nationally and globally. Following these discussions, York Care Centre has been invited to join. The Research and Ethics Committee is recommending the Board of Directors endorse the request from senior leadership to join the network.

RATIONALE:

Joining the network provides the opportunity to broaden our profile as a Centre for Innovation and Research, as well as the potential to gain financial advantage through participation in CANHealth procurement strategies. The only cost is staff time related to participation in network committees and forums.

PROPOSED BY:

The Research and Ethics Committee.

ALIGNMENT:

This recommendation aligns with the Research Pillar: “To promote and support the translation and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.”



CAN Health Network

September 2022





Outline

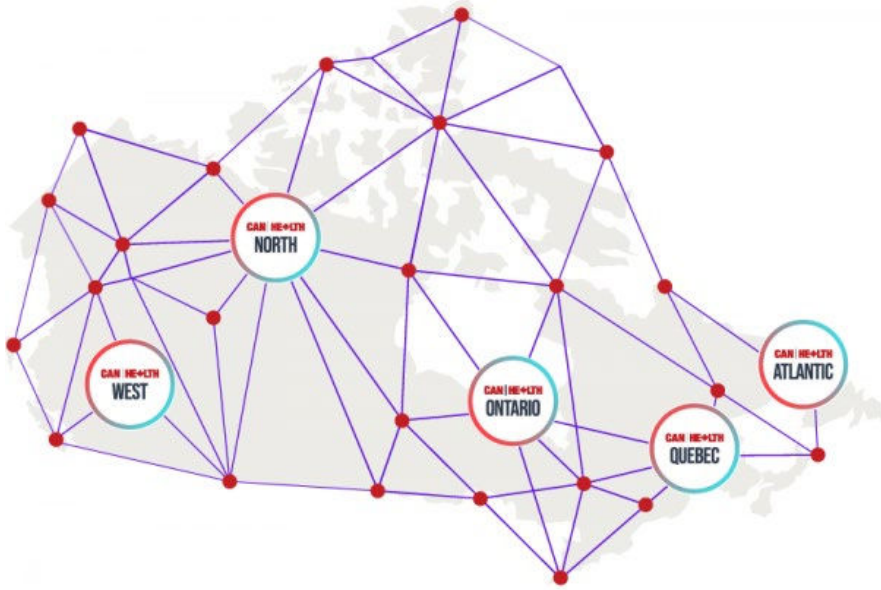
What is the CAN Health Network?

The CAN Health Process

CAN Health in Atlantic Canada

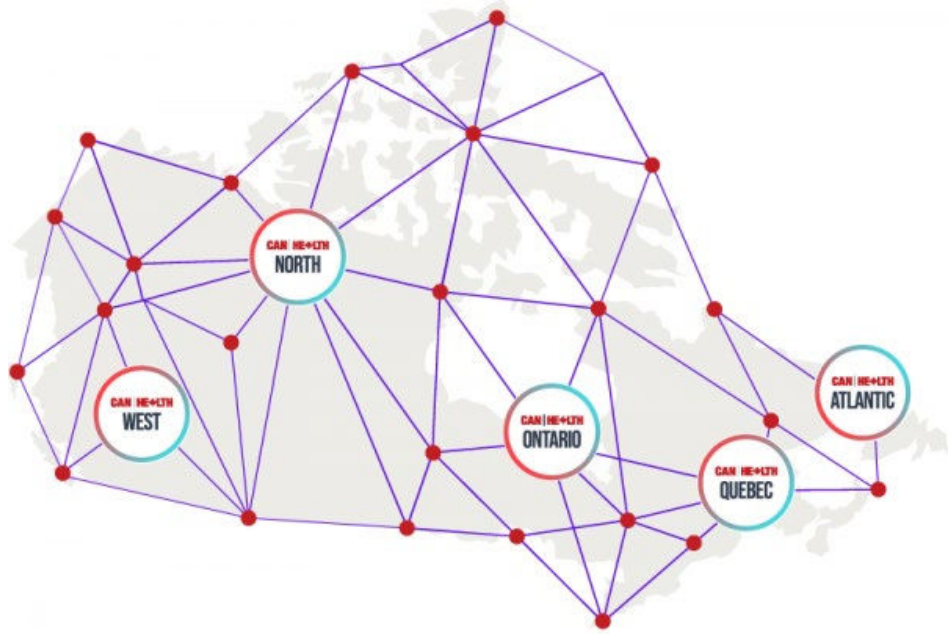
Our Opportunity

Recommendation



What is the CAN Health Network?

- The Coordinated Accessible National (CAN) Health Network.
- A National partnership of lead Canadian health care organizations (Edges) and companies across Canada.
- Established and funded by the Federal Government.
- Regional networks form part of a national network.
- Objective - work together to introduce new health care solutions and pave the way for Canadian businesses to scale up nationally and globally.



What is the CAN Health Network?

- The Edges identify market-ready needs for the Network.
- The best suited companies are selected and paired with an Edge.
- The Edge supports the company to ensure optimal product/market fit.
- A national competitive procurement process allows all Network members to procure the solution, if desired, without having to repeat the process.

How does the CAN Health Network work?



Edges compile a list of user-defined needs in their organizations for which they would be **ready to procure** the solution.

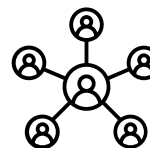


Promising **Canadian** health-tech products that could address the needs are then identified and placed on-site at the Edges.



The Edges provide full **access to their resources** for the companies to implement their product and adjust as necessary over the course of 3 to 12 months.

Once product market value and readiness are demonstrated, the Edge can **procure the product through a competitive process**.





The outcomes of the commercialization project are shared with the **entire national Network**, who are **also able to procure** the solution nationally without needing to repeat the procurement process.

Examples of Projects





Bringing immunization records & vaccine clinics into the digital age

[Learn more](#)



Wound Care Modernized. Using AI and software to drive evidence based wound treatment and improve care

[Learn more](#)



Better Connecting Long-Term Care & Hospitals Now & For In The Future

[Learn more](#)



Helping at Every Stage of Wound care

[Learn more](#)

CAN Health Atlantic

Horizon Health Network is the Lead Edge

Established in 2020

New Edges added between 2020 - 2021

Shannex and Tenera Care launched 1st Project for Atlantic Network

EDGES

14



Health PEI



MEDAVIE

Eastern Health



Shannex™

Aligned with our Strategic Plan – Research Pillar

Goal 3 : To promote and support the translation and transfer of research outcomes, new knowledge and **innovation** for the betterment of the aging population

Key Results: Increase the level of quality research projects, **partnerships and collaborations.**

The Opportunity

We approached Horizon Health Network expressing interest in joining the Network.

Recently advised we have been invited to join as an Edge.



Costs and Benefits

The Benefits

Broaden our profile as a Centre for **Innovation** and Research.

Procurement advantages – ability to tap into procurement opportunities which come from any Edge in the national network.

Cost of product trials are funded through the CAN Health Network.

The Costs

Staff Time related to Network committee(s) and potentially product trials.



That the Research and Ethics Committee recommend the Board of Directors endorse our intention to join the CAN Health Network.

The Recommendation



BRIEFING NOTE

AGENDA ITEM:

Care Committee Report: NB Seniors' Advocate Report – York Care Centre Implications

ACTION REQUIRED:

Approval

Discussion

Information

MOTION:

Motion:

It was moved by D. Holt, seconded by G. Doucet that:

The Care Services Committee recommend to the Board of Directors of York Care Center that the report responding to the NB Senior Advocate Investigative Review be formally communicated to the NB Senior Advocate and to the Department of Social Development.

All in Favor

Motion Carried

SUMMARY:

The NB Seniors' Advocate released a report in January 2022 following an investigation into the death of a senior in long term care. The report included several recommendations covering 7 broad areas, including: protection of nursing home residents, major incident reporting, the complaint process, staff training, communication with family members, adult protection investigations and independence/oversight of geriatric death/critical injury reviews.

YCC staff have reviewed the report and submitted a report to the Care Committee which outlined the implications for YCC and any areas of support or concern.

The Care Committee is recommending that YCC communicate this information to the NB Seniors Advocate and the Department of Social Development.

RATIONALE:

To ensure that the NB Seniors' Advocate and DSD understand that YCC takes the recommendations seriously, that YCC supports many of the recommendations, but a small number of recommendations should be re-examined, including the nursing home inspection process, incident reporting process, complaint process and the resources required to implement recommendations,

PROPOSED BY:

The Care Services Committee.

ALIGNMENT:

This recommendation aligns with the Care Pillar of the strategic plan; "To provide exceptional person and family-centred care and services through evidenced based delivery models."

Care Services Committee

Summary of Recommendations from the NB Seniors' Advocate

"He Deserved Better. One Man's Final Days In Long-Term Care"

Background

The NB Seniors Advocate conducted an investigative review of the involvement of the Department of Social Development with the case of an individual who passed away shortly after admission to a NB nursing home. In January 2022, they released a report which identified several concerns with processes within the nursing home and the Department of Social Development as well as recommendations to address these concerns. The report below provides a high level summary of the recommendations and any implications for York Care Centre.

Recommendations	Implications for York Care Centre
Protection of Nursing Home Residents	
<p>R.1 That DSD develop evidence-based best safety practices for all homes to implement. Nursing homes should be obligated to incorporate these practices as a minimum requirement to comply with the adequate care standards. Inspectors must review each nursing home's service description for compliance and must interview random staff to determine if adequate care standards for safety are being followed in practice.</p>	<p>We are supportive of recommendations which promote the implementation of effective practices for safety, etc.</p> <p>YCC has adopted "Gentle Persuasive Approach" training as our primary behavior support / management & violence mitigation program. Other safety protocols in place include falls prevention, medication safety, etc.</p> <p>As new practices are considered, participation from experienced nursing home staff is important.</p>
<p>R.2 It is recommended that the DSD undertake a thorough review of best practices in violence mitigation, and develop a comprehensive policy and practice structure, in collaboration with the Senior's Advocate and representation from: nursing homes, the NANB, the NB Council of Nursing Home Unions, the ANBLPN, the NBANH and academic experts from NB post-secondary institutions.</p>	<p>The current inspection process is a somewhat outdated model of accreditation / certification. It is based primarily on document review and on-site inspections and has a strong focus on reporting of deficiencies. Incorporating concepts of continuous quality improvement would be beneficial.</p>
Major Incident Reporting	
<p>R.3a DSD amend practice standards to obligate reporting of major incidents to both the Liaison Officers and Adult Protection within 24 hours and ensure that there is staff available to respond.</p>	<p>YCC has been diligent in reporting major incidents to the Liaison Officer and Adult Protection. Recent "miss" was due to a very new staff member not being familiar with the policy.</p>
<p>R.3b As part of the annual inspection, DSD require Liaison Officers to review with nursing home management their duty to report major incidents to Nursing Home Services and Adult Protection.</p>	

Recommendations	Implications for York Care Centre
<p>R.3c DSD develop a universal incident report form to be used by all nursing homes in the province, with Liaison Officers delivering training to nursing home management on how to use the form. This incident report form must be completed by nursing home staff for all incidents that cause harm to residents, and each completed form must be signed a resident’s family member. The incident report form must not include any identifying information about other residents.</p>	<p>We are somewhat concerned by the punitive tone of this section.</p> <p>We are supportive of standardizing processes for incident reporting within the nursing home sector.</p> <p>Incident management is most effective when people feel free to report incidents without fear of reprisal. They should be fact based and should provide the foundation for further investigation.</p>
<p>R.3d DSD’s Nursing Home Services practice standards be amended to require mandatory inclusion of all major incidents in a resident’s record whether they are a victim or aggressor, as part of the comprehensive care plan. This requirement should be explicitly stated in the Nursing Homes Act.</p>	<p>We are not supportive of the “incident report” being signed by the family and placed on the chart. The resident’s record should be the place to document the event, the impact on the resident and associated care provided. The incident report is a management tool for investigation and may not include all relevant information.</p>
<p>R.4 It is recommended that beyond the transparency and accountability aspects of publishing individual annual nursing home inspections, DSD report publicly, annually, on aggregate data resulting from inspections. Such reporting must identify homes with multiple and persistent non-compliance with the law and practice standards.</p>	
<p>Complaint Process</p>	
<p>R.5a DSD create a standardized complaint process, in consultation with the Senior’s Advocate, to ensure a consistent province-wide system for nursing home complaint, response and appeal processes with fidelity to administrative fairness and rights-respecting practices. The Department also ensure effective monitoring of this complaint process system by establishing a Provincial Nursing Home Complaints Committee.</p>	<p>YCC’s complaint process starts at the unit / department level where the person in charge of the area is responsible for investigation / resolution / follow-up. The CEO is informed of significant complaints.</p> <p>It would be important for the provincial complaints committee have a clear mandate. The added-value of such a committee needs to be articulated.</p>
<p>R.5b DSD ensure that each nursing home appoints its own Complaints Committee to hear complaints that have not been satisfactorily addressed by the nursing home, and that these committees are comprised of individuals from the Board of Directors, family members, and residents. Each nursing home Complaints Committee must report regularly to the Provincial Complaints Committee on issues raised within the nursing home.</p>	<p>We do not have a complaints committee for unresolved complaints. If such a committee were to be created, we would need to carefully consider appropriate mandate and membership given the confidential nature of the subject matter. Our Resident Council and the Family Advisory Council are avenues to bring forward concerns/complaints.</p> <p>YCC has posters displayed and provides the Senior’s Advocate brochure in all admission packages.</p>

Recommendations	Implications for York Care Centre
<p>R.5c DSD confirm that Resident / Family Committees are in place in each nursing home as per standards. The role of these Resident / Family Committees must be clearly defined in the Standards. In addition to providing orientation and communication to new residents and their families, the Resident/Family Committees should offer a platform for members to share concerns regarding resident care, with a responsibility to forward issues to the nursing home Complaints Committee as needed. If a resident/family is still not satisfied and is seeking further recourse even after speaking with the nursing home's Liaison Officer, they should be advised to contact the Office of the Senior's Advocate. All nursing homes must prominently display posters with information about how to reach the Seniors' Advocate Officer and include the Seniors' Advocate brochure in all resident registration packages.</p>	<p>YCC has an established Resident Council and a Family Advisory Council which serve these aims. We don't have a formal follow-up process – but the informal process has been successful. Formalizing the process would be an improvement.</p>
<p>Staff Training</p>	
<p>R.6 It is recommended that DSD guarantee comprehensive training for all nursing home staff on violence-reduction interventions, with mandatory reporting to DSD to ensure that all staff have received training.</p>	<p>Staff training and support essential to ensure adoption of effective practices.</p> <p>We recommend the funding of permanent full time education staff / resources.</p>
<p>R.10 DSD ensure Adult Protection social workers undergo mandatory initial and annual training on the Practice Standards, and in all investigations they should complete a checklist document to ensure the Standards have been followed.</p>	
<p>Communication with family members of nursing home residents</p>	
<p>R.11 DSD ensure that prior to notice of discharge of any resident of a nursing home, the nursing home must be required to notify both the Department and the Seniors' Advocate, with contact information for the resident and/or the resident's substitute decision-maker. The Department should then be required to institute a rapid response procedure to assess the validity of the discharge. When there is no irremediable safety concern, a process of mandatory mediation should be instituted between family and nursing home. The Department should also engage in a consultation with the Senior's Advocate and other relevant stakeholders in regard to a review of protections in the Nursing Home Act to guard against unfair discharge practices.</p>	<p>We rarely discharge residents, but we are aware of this occurring in other homes.</p> <p>We support a process which would provide families with dispute resolution options.</p>

Recommendations	Implications for York Care Centre
<p>R.12 DSD amend the Nursing Home Services practice standards to ensure supportive interactions with family and insist upon the compassionate care needed to uphold human dignity, including throughout the grieving process and in relation to funeral rites.</p>	<p>The recommendation to modify standards to ensure compassionate care...it seems unfortunate that this directive is necessary.</p>
<p>Adult Protection investigations in Nursing Homes</p>	
<p>R.7 DSD's Adult Protection investigations in nursing homes take measures to ensure a comprehensive harm prevention approach informs all investigations, in order to assess and address the risk to all residents, even if the Adult Protection referral relates to only one or a few residents. The investigator must ensure comprehensive documentary disclosure is obtained to make certain that all relevant information (charts, incident reports) for all affected residents is considered. Formal interviews must also be conducted with affected residents, family members, an staff who provide direct care, rather than addressing all questions to management staff. AP investigations should follow a template to ensure that comprehensive harm prevention approaches are enforced and that the scope of review is not unreasonably limited. Staff training should be offered to guarantee that more robust investigation techniques are adopted consistently in accordance with the practice standards.</p>	<p>We have a limited window into the investigation process and framework.</p> <p>We participate by reporting, providing access to documents, making staff available for interviews, etc. Experience / competency of investigations questioned at times.</p> <p>Adult Protection staffing levels may require augmentation if they are to carry out comprehensive investigations on all incidents which would be similar to those in the report.</p> <p>These new processes may increase administrative demands on nursing home staff.</p>
<p>R.8a DSD create new, detailed Adult Protection standards for nursing homes, that adequately address the particular situations of abuse and neglect that can occur in these facilities, and provide guidance as to how to curb and address resident to resident violence so as to minimize all risks of harm.</p>	
<p>R.8b DSD establish a behavioral incident review process wherein monthly reports of all critical injuries and behavioral management incidents in long-term care are produced and reviewed at the provincial level through monthly meetings of the AP officials with the participation of the Senior's Advocate Office.</p>	

Recommendations	Implications for York Care Centre
Independence and Oversight of reviews of Geriatric deaths and Critical injuries	
<p>R.9 The Province enact amendments to the Child, Youth and Senior Advocate Act to give a clear legislative mandate to the Advocate to carry out geriatric death and critical injury reviews arising from reported cases of abuse or neglect in nursing home and long-term care in NB and that additional resources be allocated to the Seniors' Advocate to allow for the hire of additional staff to effectively care out this new mandate.</p>	<p>Seems to overlap with Adult Protection Investigations. Unsure if this is an additional level of investigation and review would result in improvements in care/service.</p>
General Recommendations and Comments	
<p>R.13 A committee comprised of senior management from DSD and DoH should lead a comprehensive consultation with all relevant stakeholders, with the goal of thoroughly amending the Nursing Homes Act, Regulations, and Practice Standards, to ensure protection of human rights.</p>	<p>We understand this consultation process is currently underway. We are not sure who the "relevant stakeholders" are. We expect to hear more from the NBANH in the near future.</p> <p>Many of these recommendations in the report relate to the inspection process. Eventually, DSD should consider an inspection process which evolves to support ongoing quality improvement rather than a punitive "infraction" approach.</p> <p>The workload impact of new practices will need to be considered, particularly new documentation practices.</p>

**Finance Committee Chair's Summary Report to Board of Directors
Four months ending on July 31, 2022**

- The Finance Committee met on September 22, 2022
- Reviewed the June 30 quarterly reports and the July 31, 2022 financial reports.
- Recommended financial reports to July 31, 2022 to be presented to the Board of Directors
- Reviewed summary of the Social Development 2022-23 budget adjustments/2022-23 budget. Salaries adjusted to reflect signed contracts. Non-salary budget increase at about \$246,600 or 6.6% on supplies base.
- Recommended to the board the signing of loan extensions re: two mortgages with Industrial Alliance.
- Recommended salary inversion for senior management to Board.

Summary of unrestricted financials as of July 31, 2022:

Company	Cash Balance	Payables/Accruals	Surplus(deficit)
York Care Centre	\$1,132,400	\$3,276,500	\$257,500
York Developments Inc.	192,100	109,900	11,200
CIRA	660,700	655,200	11,000
York County Properties	417,200	900	0
Totals	\$2,402,400	\$4,042,500	\$279,700

Observations:

- All companies have a cash balance
- All payables can be paid as they become due
- All companies are in a breakeven or in a surplus position
- No significant variations from budgeted revenues and expenditures
- Surplus at YCC can be attributed to challenges in filling care positions

Pierre LeBlanc, Chair
Finance Committee
2022-09-26

YORK CARE CENTRE INC.
BALANCE SHEET
4/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,279,110.64	1,323,965.19	(44,854.55)
CASH - RESTRICTED FUNDS	81,906.76	70,219.75	11,687.01
ACCOUNTS RECEIVABLE			
- RESIDENTS	27,998.01	34,864.82	(6,866.81)
- DEPT of SOCIAL DEVELOPMENT	67,519.00	129,754.00	(62,235.00)
- HST	43,185.81	42,124.34	1,061.47
- OTHER	86,332.00	65,909.80	20,422.20
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	753,338.54	43,774.93	709,563.61
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,461,482.96</u>	<u>1,832,705.03</u>	<u>628,777.93</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	19,504,129.17	19,720,916.24	(216,787.07)
TOTAL FIXED ASSETS	<u>19,504,129.17</u>	<u>19,720,916.24</u>	<u>(216,787.07)</u>
TOTAL ASSETS	<u><u>21,965,612.13</u></u>	<u><u>21,553,621.27</u></u>	<u><u>411,990.86</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,433,806.09	2,948,238.83	485,567.26
DEFERRED REVENUE	106,012.75	110,179.42	(4,166.67)
TOTAL CURRENT	<u>3,539,818.84</u>	<u>3,058,418.25</u>	<u>481,400.59</u>
LONG TERM			
LONG TERM DEBT	16,507,388.09	16,888,028.90	(180,640.81)
DEFERRED CONTRIBUTIONS	2,036,716.81	2,061,761.28	(25,044.47)
TOTAL LIABILITIES	<u>18,544,104.90</u>	<u>18,749,790.18</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	77,528.49	70,218.92	7,309.57
UNRESTRICTED	(325,081.08)	(486,268.78)	161,187.70
NET INCOME (LOSS) FOR PERIOD	129,240.98	161,462.70	(32,221.72)
TOTAL FUNDS	<u>(118,311.61)</u>	<u>(254,587.16)</u>	<u>136,275.55</u>
TOTAL LIABILITIES & FUNDS	<u><u>21,965,612.13</u></u>	<u><u>21,553,621.27</u></u>	<u><u>411,990.86</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 4/30/2022

Description	Variance Analysis Budget vs Actual		
	Actual Current Month	Budget Current Month	Variance Budget vs. Actual
REVENUE			
Total Operating Revenue	\$1,783,662	\$1,803,012	-\$19,350
Non-Recurring Budget Amend	\$40,371	\$40,371	\$0
Administration	\$48,087	\$48,685	-\$598
Care Services	\$12,019	\$13,872	-\$1,853
Operations	\$26,317	\$27,314	-\$997
Mortgage / Loan Payments	\$25,044	\$25,044	\$0
TOTAL REVENUE	\$1,935,501	\$1,958,299	-\$22,798
OPERATING EXPENSES			
Administration	\$289,521	\$319,627	\$30,106
Care Services	\$754,761	\$825,724	\$70,962
Operations	\$503,805	\$523,177	\$19,373
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374
TOTAL EXPENSES	\$1,806,260	\$1,928,075	\$121,815
NET SURPLUS (DEFICIT)	\$129,241	\$30,224	\$99,017

Salaries underspent by \$947, EI, CPP and WHISCC underspent by \$10,411, underspend in pension/group health expense of \$16,051, underspent on bank chgs & bad debts by \$227, underspent in advertizing by \$308, overspent on office equip and supplies by \$708, underspent in prof'l fees & travel by \$585, underspent on staff & volunteer recognition \$1,130; underspent on minor equipment by \$125, underspent on education by \$937, plus other minor variances.

Underspend in salaries of \$73,048, underexpend in fall reduction, care supplies and meds \$1,625, underspent on incontinment supplies by \$5,232, overspent in minor equipment by \$12,041, overspent on recruitment by \$338, underspent on BG memory Lane Project by \$2,500, underspent in recreation supplies by \$459, underspent on pastoral supplies by \$161; plus other minor variances.

Salaries underspent by \$10,957, food & thickens underspent by \$3,772, dietary supplies overspent by \$18, laundry supplies & linen underspent by \$5,042, housekeeping supplies underspent by \$4,383, telephone & cable underspent by \$145, insurance overspent by \$809, maintenance overspent by \$7,996, heating fuel and electricity overspent by \$1,235, vehicle expenses underspent by \$1,084, minor equipment underspent by \$1,218, consulting fees underspent by \$333, computer supplies and support underspent by \$918, underspent re website & commu \$324, GET inspired comm underspent by \$1,278, overspent on recruitment \$21, plus other minor variances.

Under expend of \$1,374 due to timing of new year purchases

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
1 MONTHS ENDING 4/30/2022

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-23	2022-23 Full Year Budget	Variance Budget vs Forecast Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$1,751,693	\$1,783,662	\$1,803,012	-\$19,350	Vacant bed days	\$21,667,598	\$21,694,746	-\$27,148
Non-recurring Budget Amendments	\$40,266	\$40,371	\$40,371	\$0		68,432	\$68,432	\$0
Administration	\$52,401	\$48,087	\$48,685	-\$598		329,740	\$329,740	\$0
Care Services	\$12,449	\$12,019	\$13,872	-\$1,853		166,468	\$166,468	\$0
Operations	\$21,411	\$26,317	\$27,314	-\$997		327,768	\$327,768	\$0
Mortgage / Loan Payments	\$25,845	\$25,044	\$25,044	\$0		300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$1,904,065	\$1,935,501	\$1,958,299	-\$22,798		\$22,860,538	\$22,887,686	-\$27,148
OPERATING EXPENSES								
Administration	340,828	289,521	319,627	30,106	Salaries underspent by \$947, EI, CPP and WHSCC underspent by \$10,411, underexpend in pension/group health expense of \$16,051, underspent on bank chgs & bad debts by \$227, underspent in advertising by \$308, underspent on office equip and supplies by \$708, underspent in profit fees & travel by \$585, underspent on staff & volunteer recognition \$1,130; underspent on minor equipment by \$125, underspent on education by \$937, plus other minor variances.	\$3,750,104	3,750,104	(0)
Care Services	764,745	754,761	825,724	70,962	Underexpend in salaries of \$79,048, underexpend in fall reduction, care supplies and meds \$1,625, underspent on incontinent supplies by \$5,232, underspent in minor equipment by \$12,041, overspent on recruitment by \$338, underspent on BG memory Lane Project by \$2,500, underspent in recreation supplies by \$459, underspent on pastoral supplies by \$162, plus other minor variances.	9,699,760	9,699,760	0
Operations	507,127	503,805	523,177	19,373	Salaries underspent by \$10,957, food & thickeners underspent by \$3,772, dietary supplies overspent by \$18, laundry supplies & linen underspent by \$5,042, housekeeping supplies underspent by \$4,383, telephone & cable underspent by \$145, insurance overspent by \$809, maintenance overspent by \$7,998, heating fuel and electricity overspent by \$1,235, vehicle expenses underspent by \$1,084, minor equipment underspent by \$1,218, consulting fees underspent by \$333, computer supplies and support underspent by \$918, underspent re website & commun \$324, GET inspired comm underspent by \$1,278, overspent on recruitment \$21, plus other minor variances.	6,296,114	6,296,114	0
Mortgage / Loan Payments	254,403	258,172	259,547	1,374	Under expend of \$1,374 due to timing of new year purchases	3,114,560	3,114,560	0
TOTAL EXPENSES	\$1,867,103	\$1,806,260	\$1,928,075	\$121,815		\$22,860,538	\$22,860,539	\$1
NET SURPLUS (DEFICIT)	\$36,962	\$129,241	\$90,224	\$99,017		\$0	\$27,147	-\$27,147
Less: Transfer to replacement reserve		275	0	(275)	NOTE: The 2022-23 Budget from SD has not been received yet.	3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$128,966	\$30,224	\$99,292		-\$3,300	\$27,147	-\$23,847

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
4/30/2022

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	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	266,031	253,677	12,355
ACCOUNTS RECEIVABLE	11,313	24,387	(13,075)
HST RECEIVABLE	3,370	4,689	(1,319)
PREPAID EXPENSES	88,816	57,446	31,370
TOTAL CURRENT ASSETS	369,529	340,199	29,331
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	234,030	230,963	3,067
DEFERRED VACANCY SUBSIDY	42,456	42,423	34
TOTAL RESTRICTED CASH & DEPOSITS	276,487	273,386	3,101
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	(4,009,624)	(3,994,410)	(15,214)
TOTAL FIXED ASSETS	2,315,794	2,331,007	(15,214)
TOTAL ASSETS	2,961,810	2,944,592	17,218
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	210,329	188,592	21,737
DEFERRED REVENUE	7,780	7,780	0
TOTAL CURRENT LIABILITIES	218,109	196,372	21,737
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,840,736	1,853,693	(12,958)
TOTAL LONG TERM LIABILITIES	1,840,736	1,853,693	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,835	7,002	(167)
TOTAL DEFERRED	6,835	7,002	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	232,622	230,963	1,659
VACANCY SUBSIDY RESERVE	42,456	42,423	34
EARNED SURPLUS	612,547	586,318	26,229
NET INCOME (LOSS) FOR PERIOD	8,505	27,821	(19,317)
TOTAL EQUITY	896,130	887,525	8,605
TOTAL LIABILITIES & FUND BALANCES	2,961,810	2,944,592	17,218

YDIDAT YORK DEVELOPMENT INC
 INCOME STATEMENT - CONSOLIDATED
 1 MONTHS ENDING 4/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	61,701	61,911	(210)	61,701	61,911	(210)
TENANT SUBSIDY	(2,840)	(2,996)	156	(2,840)	(2,996)	156
RENT SUPPLEMENT - SH	7,780	7,780	0	7,780	7,780	0
WASHER & DRYER REVENUE	1,003	896	107	1,003	896	107
INTEREST INCOME	312	113	199	312	113	199
REVENUE - SD CARE HOURS	7,734	12,463	(4,730)	7,734	12,463	(4,730)
REVENUE - OTHER CARE HOURS	281	275	6	281	275	6
REVENUE - TENNANT SERVICES	18,042	18,994	(952)	18,042	18,994	(952)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	6,282	6,283	(0)
MISCELLANEOUS INCOME	506	0	506	506	0	506
TOTAL REVENUE	100,801	105,720	(4,919)	100,801	105,720	(4,919)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	21,829	29,751	7,922	21,829	29,751	7,922
BENEFITS	2,029	3,641	1,612	2,029	3,641	1,612
TRAVEL EXPENSE	52	83	32	52	83	32
	23,910	33,476	9,566	23,910	33,476	9,566
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,423	4,569	146	4,423	4,569	146
	4,423	4,569	146	4,423	4,569	146
MAINTENANCE						
ELECTRICITY	8,832	6,295	(2,537)	8,832	6,295	(2,537)
ELEVATOR SERVICE / INSPECTION	366	358	(8)	366	358	(8)
GARBAGE REMOVAL	722	627	(95)	722	627	(95)
PEST CONTROL	198	215	16	198	215	16
ALARMS AND MONITORING	561	378	(183)	561	378	(183)
TENANT SPECIAL OCCASIONS	0	125	125	0	125	125
CABLE TV	23	49	26	23	49	26
INSURANCE	3,324	3,169	(155)	3,324	3,169	(155)
PHONE	54	399	345	54	399	345
PROPERTY TAXES	5,929	5,929	0	5,929	5,929	0
REPAIRS & MAINTENANCE	1,541	4,053	2,512	1,541	4,053	2,512
BUILDING EXPENSES - ADP	367	391	24	367	391	24
REPLACEMENT RESERVE - R&M	1,408	1,698	290	1,408	1,698	290
SECURITY	4,510	4,510	0	4,510	4,510	0
GROUNDS MAINTENANCE	0	851	851	0	851	851
SUPPLIES EXPENSE	72	620	548	72	620	548
MINOR EQUIP & FURNISHING	833	508	(325)	833	508	(325)
WATER & SEWAGE	1,228	1,227	(0)	1,228	1,227	(0)
	29,967	31,401	1,434	29,967	31,401	1,434
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	13,775	397	13,379	13,775	397
BOARD EXPENSES	68	97	29	68	97	29
ADVERTISING	97	84	(14)	97	84	(14)
AUDIT EXPENSES	719	975	256	719	975	256
BANK INTEREST & CHARGES	64	25	(39)	64	25	(39)
LOAN INTEREST EXPENSE	3,941	3,941	0	3,941	3,941	0
MEMBERSHIP FEES / DUES	145	311	166	145	311	166
MISCELLANEOUS EXPENSE	132	125	(7)	132	125	(7)
PRINTING & OFFICE SUPPLIES	239	409	170	239	409	170
	18,783	19,741	958	18,783	19,741	958
CAPITAL						
DEPRECIATION	15,214	15,360	146	15,214	15,360	146
	15,214	15,360	146	15,214	15,360	146
TOTAL OPERATING EXPENSES	92,297	104,547	12,250	92,297	104,547	12,250
NET EARNINGS (LOSS) FOR PERIOD	8,505	1,173	7,332	8,505	1,173	7,332
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
4/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	552,597.04	694,357.48	(141,760.44)
ACCOUNTS RECEIVABLE	3,810.58	3,760.14	50.44
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	6,959.53	5,176.86	1,782.67
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>563,367.15</u>	<u>703,294.48</u>	<u>(139,927.33)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(8,157.81)	(7,888.04)	(269.77)
	<u>8,028.56</u>	<u>8,298.33</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>571,395.71</u></u>	<u><u>711,592.81</u></u>	<u><u>(140,197.10)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	49,605.62	87,181.85	(37,576.23)
DUE TO YORK MANOR INC.	6,060.92	15,982.28	(9,921.36)
DUE TO YORK DEVELOPMENTS INC.	1,757.94	1,199.38	558.56
DEFERRED REVENUE	511,116.16	604,744.21	(93,628.05)
TOTAL CURRENT	<u>568,540.64</u>	<u>709,107.72</u>	<u>(140,567.08)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	(129,061.64)	131,546.73
NET INCOME (LOSS) FOR THE PERIOD	369.98	131,546.73	(131,176.75)
TOTAL FUNDS	<u>2,855.07</u>	<u>2,485.09</u>	<u>369.98</u>
TOTAL LIABILITIES & FUNDS	<u><u>571,395.71</u></u>	<u><u>711,592.81</u></u>	<u><u>(140,197.10)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
1 MONTHS ENDING 4/30/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	3,750	3,750	0
VR - REHAB PROJECT	9,117	5,731	3,386	9,117	5,731	3,386
PROMOTE PHYS ACTIVITY PROJECT	4,674	3,966	708	4,674	3,966	708
IMPROVE IMMUNIZATION PROJECT	5,816	5,480	356	5,816	5,480	356
PALLIATIVE CARE PROJECT	1,669	1,611	57	1,669	1,611	57
POLYPHARM APP PHASE 2 PROJECT	3,669	10,266	(6,597)	3,669	10,266	(6,597)
GENIE PROJECT	15,717	39,939	(24,221)	15,717	39,939	(24,221)
PASSIVE AWARE PROJECT	52,965	34,190	18,776	52,965	34,190	18,776
INTEREST INCOME	665	250	415	665	250	415
TOTAL UNRESTRICTED REVENUE	98,043	105,163	(7,120)	98,043	105,163	(7,120)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	44,331	69,003	24,673	44,331	69,003	24,673
SALARIES & BEN CHARGED TO PROJECT	(44,331)	(69,003)	(24,673)	(44,331)	(69,003)	(24,673)
	0	0	0	0	0	0
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	2,051	2,051	0
AUDIT EXPENSES	582	481	(102)	582	481	(102)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	270	126	(143)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	(62)	267	329	(62)	267	329
OFFICE SPACE COSTS	325	408	83	325	408	83
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	0	42	42
TRAVEL AND ACCOMODATION	0	33	33	0	33	33
MEALS AND ENTERTAINMENT	0	29	29	0	29	29
CONFERENCES AND TRAINING	0	125	125	0	125	125
MINOR EQUIPMENT	0	83	83	0	83	83
MISCELLANEOUS	879	83	(796)	879	83	(796)
	4,045	3,729	(316)	4,045	3,729	(316)
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	9,117	5,731	(3,386)	9,117	5,731	(3,386)
PROMOTE PHYS ACTIVITY PROJECT	4,674	3,966	(708)	4,674	3,966	(708)
IMPROVE IMMUNIZATION PROJECT	5,816	5,480	(356)	5,816	5,480	(356)
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	1,669	1,611	(57)
POLYPHARM APP PHASE 2 PROJECT	3,669	10,266	6,597	3,669	10,266	6,597
GENIE PROJECT	15,717	39,939	24,221	15,717	39,939	24,221
PASSIVE AWARE PROJECT	52,965	34,190	(18,776)	52,965	34,190	(18,776)
MISCELLANEOUS	0	0	0	0	0	0
	93,628	101,163	7,535	93,628	101,163	7,535
TOTAL EXPENSES	97,673	104,892	7,219	97,673	104,892	7,219
NET EARNINGS (LOSS)	370	271	99	370	271	99

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
4/30/2022

ASSETS

CURRENT ASSETS

CASH	\$412,534
ACCOUNTS RECEIVABLE	416
- TOTAL CURRENT ASSETS	<u>\$412,950</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$36,635
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$457,187</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$416
TOTAL CURRENT LIABILITIES	<u>\$416</u>

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
TOTAL FUNDS	<u>\$456,771</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>\$457,187</u></u>

YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
1 MONTHS ENDING 4/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$90	\$90	(\$0)
INTEREST INCOME	416	233	183	416	233	183
TOTAL REVENUE	\$506	\$324	\$183	\$506	\$324	\$183
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$318	\$318	(\$0)	\$318	\$318	(\$0)
	\$318	\$318	(\$0)	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$188	\$292	(\$104)	\$188	\$292	(\$104)
BANK INTEREST & CHARGES	-	5	(5)	-	5	(5)
	\$188	\$297	(\$109)	\$188	\$297	(\$109)
TOTAL OPERATING EXPENSES	\$506	\$615	(\$109)	\$506	\$615	(\$109)
OPERATING SURPLUS (DEFICIT)	\$0	(\$292)	\$292	\$0	(\$292)	\$292
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	(\$292)	\$292	\$0	(\$292)	\$292

YORK CARE CENTRE INC.
BALANCE SHEET
5/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,357,165.91	1,279,110.64	78,055.27
CASH - RESTRICTED FUNDS	74,224.49	81,906.76	(7,682.27)
ACCOUNTS RECEIVABLE			
- RESIDENTS	40,004.04	27,998.01	12,006.03
- DEPT of SOCIAL DEVELOPMENT	124,490.00	67,519.00	56,971.00
- HST	30,384.64	43,185.81	(12,821.17)
- OTHER	124,966.12	86,332.00	38,634.12
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	733,454.11	753,338.54	(19,884.43)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,606,761.51</u>	<u>2,461,482.96</u>	<u>145,278.55</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	19,280,504.50	19,504,129.17	(223,624.67)
TOTAL FIXED ASSETS	<u>19,280,504.50</u>	<u>19,504,129.17</u>	<u>(223,624.67)</u>
TOTAL ASSETS	<u><u>21,887,266.01</u></u>	<u><u>21,965,612.13</u></u>	<u><u>(78,346.12)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,584,459.98	3,433,806.09	150,653.89
DEFERRED REVENUE	100,780.57	106,012.75	(5,232.18)
TOTAL CURRENT	<u>3,685,240.55</u>	<u>3,539,818.84</u>	<u>145,421.71</u>
LONG TERM			
LONG TERM DEBT	16,326,747.28	16,507,388.09	(180,640.81)
DEFERRED CONTRIBUTIONS	2,011,672.34	2,036,716.81	(25,044.47)
TOTAL LIABILITIES	<u>18,338,419.62</u>	<u>18,544,104.90</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	70,821.60	77,528.49	(6,706.89)
UNRESTRICTED	(325,356.08)	(325,081.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	118,140.32	129,240.98	(11,100.66)
TOTAL FUNDS	<u>(136,394.16)</u>	<u>(118,311.61)</u>	<u>(18,082.55)</u>
TOTAL LIABILITIES & FUNDS	<u><u>21,887,266.01</u></u>	<u><u>21,965,612.13</u></u>	<u><u>(78,346.12)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 5/31/2022

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,839,462	\$1,861,612	-\$22,150	
Non-Recurring Budget Amend	\$29,823	\$29,823	\$0	Vacant bed days
Administration	\$50,477	\$52,935	-\$2,458	
Care Services	\$8,941	\$13,872	-\$4,932	
Operations	\$29,452	\$27,314	\$2,138	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
TOTAL REVENUE	\$1,983,200	\$2,010,601	-\$27,401	
OPERATING EXPENSES				
Administration	\$294,085	\$326,852	\$32,768	Salaries underspent by \$4,447, EI, CPP and WHSCC overspent by \$1,621, underexpend in pension/group health expense of \$22,749, underspent on bank chgs & bad debts by \$218, underspent in advertising by \$308, overspent on office equip and supplies by \$65, underspent in prof'l fees & travel by \$1,616, underspent on staff & volunteer recognition \$972; underspent on minor equipment by \$125, underspent on education by \$3,873, plus other minor variances.
Care Services	\$861,472	\$870,801	\$9,329	Underexpend in salaries of \$6,828, underexpend in fall reduction, care supplies and meds \$2,743, overspent on incontinence supplies by \$3,457, underspent in minor equipment by \$672, overspent on recruitment by \$615, underspent on BG memory Lane Project by \$2,500, underspent in recreation supplies by \$79, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$580,571	\$523,177	-\$57,394	Salaries overspent by \$26,233, food & thickeners overspent by \$7,375, dietary supplies overspent by \$6,795, laundry supplies & linen underspent by \$1,611, housekeeping supplies underspent by \$3,649, telephone & cable overspent by \$1,457, insurance overspent by \$775, maintenance overspent by \$10,544, heating fuel and electricity underspent by \$730, vehicle expenses overspent by \$989, minor equipment underspent by \$1,493, recruitment overspent by \$194, consulting fees underspent by \$333, computer supplies and support overspent by \$8,148, underspent re website & commun \$336, GET Inspired comm overspent by \$1,731, overspent on recruitment \$224, plus other minor variances. Under expend of \$1,374 due to timing of new year purchases
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374	
TOTAL EXPENSES	\$1,994,300	\$1,980,377	-\$13,923	
NET SURPLUS (DEFICIT)	-\$11,101	\$30,224	-\$41,325	

REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
2 MONTHS ENDING 5/31/2022

Description	Actual	Actual	Budget	Variance	Year to Date	
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Budget	Variance Budget vs Forecast Year End
REVENUE AND RECOVERIES						
Operating Revenue	\$3,472,974	\$3,623,124	\$3,664,624	-\$41,500	\$21,653,246	-\$41,500
Non-recurring Budget Amendments	\$91,482	\$70,194	\$70,194	\$0	70,194	\$0
Administration	\$107,508	\$98,564	\$101,620	-\$3,056	329,740	\$0
Care Services	\$21,296	\$20,960	\$27,745	-\$6,785	166,468	\$0
Operations	\$42,460	\$55,769	\$54,628	\$1,141	327,768	\$0
Mortgage / Loan Payments	\$51,691	\$50,089	\$50,089	\$0	300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$3,787,411	\$3,918,700	\$3,968,900	-\$50,200	\$22,847,948	-\$41,500
OPERATING EXPENSES						
Administration	686,083	583,606	646,480	62,874	\$3,751,866	(0)
Care Services	1,550,968	1,616,233	1,696,524	80,291	9,685,408	14,352
Operations	1,003,925	1,084,376	1,046,355	(38,022)	6,296,114	0
<p>Salaries underspent by \$5,444, EI, CPP and WHSCC underspent by \$8,790, underexpend in pension/group health expense of \$38,798, underspent on bank chgs & bad debts by \$445, underspent in advertising by \$616, overspent on office equip and supplies by \$772, underspent in prof'l fees & travel by \$2,202, underspent on staff & volunteer recognition \$2,103; underspent on minor equipment by \$250, underspent on education by \$4,811, plus other minor variances.</p> <p>Underexpend in salaries of \$79,898, underexpend in fall reduction, care supplies and meds \$4,267, underspent on incontinent supplies by \$1,775, overspent in minor equipment by \$11,369, overspent on recruitment by \$953, underspent on BG memory Lane Project by \$5,000, underspent in recreation supplies by \$537, underspent on pastoral supplies by \$323; plus other minor variances.</p> <p>Salaries overspent by \$15,275, food & thickeners overspent by \$3,604, dietary supplies overspent by \$6,813, laundry supplies & linen underspent by \$6,653, housekeeping supplies underspent by \$8,032, telephone & cable overspent by \$1,912, insurance overspent by \$1,584, maintenance overspent by \$18,511, heating fuel and electricity overspent by \$505, vehicle expenses overspent by \$989, minor equipment underspent by \$2,710, consulting fees underspent by \$667, computer supplies and support comm overspent by \$7,231, underspent re website & commun \$680, GET Inspired overspent by \$452, overspent on recruitment \$246, plus other minor variances.</p>						
Mortgage / Loan Payments	516,425	519,093	519,093	2,749	3,114,560	0
TOTAL EXPENSES	\$3,757,401	\$3,800,560	\$3,908,452	\$107,892	\$22,862,301	\$14,355
NET SURPLUS (DEFICIT)	\$30,010	\$118,140	\$60,448	\$57,692	\$27,147	-\$27,147
Less: Transfer to replacement reserve		550	0	(550)	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$117,590	\$60,448	\$58,242	\$27,147	-\$23,847

NOTE: The 2022-23 Budget from SD has not been received yet.

Under expend of \$2,749 due to timing of new year purchases

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
5/31/2022

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	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	235,856	266,031	(30,176)
ACCOUNTS RECEIVABLE	20,511	11,313	9,199
HST RECEIVABLE	1,453	3,370	(1,916)
PREPAID EXPENSES	79,332	88,816	(9,484)
TOTAL CURRENT ASSETS	337,153	369,529	(32,377)
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	237,117	234,030	3,087
DEFERRED VACANCY SUBSIDY	42,499	42,456	43
TOTAL RESTRICTED CASH & DEPOSITS	279,616	276,487	3,130
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	(4,024,838)	(4,009,624)	(15,214)
TOTAL FIXED ASSETS	2,300,580	2,315,794	(15,214)
TOTAL ASSETS	2,917,349	2,961,810	(44,461)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	169,336	210,329	(40,992)
DEFERRED REVENUE	9,868	7,780	2,088
TOTAL CURRENT LIABILITIES	179,204	218,109	(38,904)
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,827,778	1,840,736	(12,958)
TOTAL LONG TERM LIABILITIES	1,827,778	1,840,736	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,668	6,835	(167)
TOTAL DEFERRED	6,668	6,835	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	235,709	232,622	3,087
VACANCY SUBSIDY RESERVE	42,499	42,456	43
EARNED SURPLUS	609,547	612,547	(3,000)
NET INCOME (LOSS) FOR PERIOD	15,942	8,505	7,438
TOTAL EQUITY	903,698	896,130	7,567
TOTAL LIABILITIES & FUND BALANCES	2,917,349	2,961,810	(44,461)

YDIDAT YORK DEVELOPMENT INC
 INCOME STATEMENT - CONSOLIDATED
 2 MONTHS ENDING 5/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	61,076	61,286	(210)	122,777	123,197	(420)
TENANT SUBSIDY	(2,840)	(2,996)	156	(5,680)	(5,991)	311
RENT SUPPLEMENT - SH	8,405	8,405	0	16,185	16,185	0
WASHER & DRYER REVENUE	914	896	18	1,917	1,792	125
OTHER REVENUE	170	0	170	170	0	170
INTEREST INCOME	396	113	283	708	227	481
REVENUE - SD CARE HOURS	7,062	12,463	(5,401)	14,796	24,927	(10,131)
REVENUE - OTHER CARE HOURS	281	275	6	562	550	12
REVENUE - TENANT SERVICES	17,460	18,994	(1,534)	35,502	37,989	(2,487)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	12,565	12,565	(0)
MISCELLANEOUS INCOME	326	0	326	832	0	832
TOTAL REVENUE	99,532	105,720	(6,187)	200,334	211,440	(11,106)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	24,096	29,934	5,838	45,925	59,685	13,760
BENEFITS	2,696	3,641	945	4,726	7,283	2,557
TRAVEL EXPENSE	54	83	29	106	167	61
	26,847	33,659	6,812	50,756	67,134	16,378
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,288	4,569	281	8,712	9,139	427
	4,288	4,569	281	8,712	9,139	427
MAINTENANCE						
ELECTRICITY	6,331	6,295	(36)	15,163	12,591	(2,573)
ELEVATOR SERVICE / INSPECTION	366	358	(8)	732	716	(16)
GARBAGE REMOVAL	722	627	(95)	1,445	1,255	(190)
PEST CONTROL	217	215	(2)	415	429	14
ALARMS AND MONITORING	225	378	153	785	756	(29)
TENANT SPECIAL OCCASIONS	0	125	125	0	250	250
CABLE TV	21	49	28	44	98	54
INSURANCE	3,324	3,169	(155)	6,648	6,338	(311)
PHONE	154	399	244	208	798	589
PROPERTY TAXES	5,929	5,929	0	11,858	11,858	0
REPAIRS & MAINTENANCE	2,315	4,053	1,738	3,856	8,105	4,249
BUILDING EXPENSES - ADP	367	391	24	734	782	48
REPLACEMENT RESERVE - R&M	0	1,698	1,698	1,408	3,396	1,988
SECURITY	4,510	4,510	0	9,020	9,020	0
GROUNDS MAINTENANCE	68	851	783	68	1,702	1,633
SUPPLIES EXPENSE	0	620	620	72	1,239	1,168
MINOR EQUIP & FURNISHING	1,127	508	(619)	1,960	1,016	(944)
WATER & SEWAGE	1,228	1,227	(0)	2,455	2,455	(0)
	26,904	31,401	4,497	56,871	62,802	5,931
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	13,775	397	26,757	27,550	793
BOARD EXPENSES	68	97	29	135	193	58
ADVERTISING	0	84	84	97	167	70
AUDIT EXPENSES	719	975	256	1,437	1,950	512
BANK INTEREST & CHARGES	59	25	(35)	124	49	(74)
LOAN INTEREST EXPENSE	3,941	3,941	0	7,882	7,882	0
MEMBERSHIP FEES / DUES	145	311	166	290	622	332
MISCELLANEOUS EXPENSE	293	125	(167)	425	251	(174)
PRINTING & OFFICE SUPPLIES	239	409	170	479	818	339
	18,842	19,741	899	37,625	39,482	1,857
CAPITAL						
DEPRECIATION	15,214	15,360	146	30,428	30,720	292
	15,214	15,360	146	30,428	30,720	292
TOTAL OPERATING EXPENSES	92,095	104,730	12,635	184,391	209,277	24,886
NET EARNINGS (LOSS) FOR PERIOD	7,438	990	6,448	15,942	2,163	13,780
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
5/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	819,971.75	552,597.04	267,374.71
ACCOUNTS RECEIVABLE	5,778.70	3,810.58	1,968.12
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	2,034.24	6,959.53	(4,925.29)
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>827,784.69</u>	<u>563,367.15</u>	<u>264,417.54</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(8,427.58)	(8,157.81)	(269.77)
	<u>7,758.79</u>	<u>8,028.56</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>835,543.48</u></u>	<u><u>571,395.71</u></u>	<u><u>264,147.77</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	49,472.52	49,605.62	(133.10)
DUE TO YORK MANOR INC.	11,265.09	6,060.92	5,204.17
DUE TO YORK DEVELOPMENTS INC.	3,573.57	1,757.94	1,815.63
DEFERRED REVENUE	766,771.65	511,116.16	255,655.49
TOTAL CURRENT	<u>831,082.83</u>	<u>568,540.64</u>	<u>262,542.19</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	1,975.56	369.98	1,605.58
TOTAL FUNDS	<u>4,460.65</u>	<u>2,855.07</u>	<u>1,605.58</u>
TOTAL LIABILITIES & FUNDS	<u><u>835,543.48</u></u>	<u><u>571,395.71</u></u>	<u><u>264,147.77</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
2 MONTHS ENDING 5/31/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	7,500	7,500	0
VR - REHAB PROJECT	9,595	5,731	3,864	18,712	11,462	7,250
PROMOTE PHYS ACTIVITY PROJECT	5,690	3,966	1,724	10,365	7,932	2,433
IMPROVE IMMUNIZATION PROJECT	6,018	5,460	559	11,835	10,920	915
PALLIATIVE CARE PROJECT	1,669	1,611	57	3,337	3,222	115
POLYPHARM APP PHASE 2 PROJECT	2,997	10,266	(7,269)	6,666	20,532	(13,867)
GENIE PROJECT	22,658	39,939	(17,281)	38,376	79,878	(41,502)
PASSIVE AWARE PROJECT	13,945	54,190	(40,245)	66,911	88,380	(21,469)
INTEREST INCOME	1,033	250	783	1,698	500	1,198
STUDENT FUNDING	2,670	1,611	1,059	2,670	1,611	1,059
TOTAL UNRESTRICTED REVENUE	70,025	126,774	(56,749)	168,068	231,937	(63,869)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	53,120	69,003	15,883	97,451	138,007	40,556
SALARIES & BEN CHARGED TO PROJECT	(53,120)	(69,003)	(15,883)	(97,451)	(138,007)	(40,556)
PROJECT WORKERS EXPENSES	2,670	1,611	(1,059)	2,670	1,611	(1,059)
	2,670	1,611	(1,059)	2,670	1,611	(1,059)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	4,103	4,103	0
AUDIT EXPENSES	582	481	(102)	1,165	961	(203)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	540	253	(287)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	(51)	267	317	(113)	533	646
OFFICE SPACE COSTS	325	408	83	649	816	167
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	0	83	83
TRAVEL AND ACCOMODATION	0	33	33	0	67	67
MEALS AND ENTERTAINMENT	0	29	29	0	58	58
CONFERENCES AND TRAINING	0	125	125	0	250	250
MINOR EQUIPMENT	0	83	83	0	167	167
MISCELLANEOUS	0	83	83	879	167	(712)
	3,177	3,729	551	7,222	7,458	235
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	9,595	5,731	(3,864)	18,712	11,462	(7,250)
PROMOTE PHYS ACTIVITY PROJECT	5,690	3,966	(1,724)	10,365	7,932	(2,433)
IMPROVE IMMUNIZATION PROJECT	6,018	5,460	(559)	11,835	10,920	(915)
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	3,337	3,222	(115)
POLYPHARM APP PHASE 2 PROJECT	2,997	10,266	7,269	6,666	20,532	13,867
GENIE PROJECT	22,658	39,939	17,281	38,376	79,878	41,502
PASSIVE AWARE PROJECT	13,945	53,949	40,004	66,911	88,139	21,228
MISCELLANEOUS	0	0	0	0	0	0
	62,572	120,922	58,350	156,200	222,085	65,885
TOTAL EXPENSES	68,419	126,262	57,843	166,092	231,154	65,061
NET EARNINGS (LOSS)	1,606	512	1,093	1,976	783	1,192

**YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
5/31/2022**

ASSETS

CURRENT ASSETS

CASH	\$414,097
ACCOUNTS RECEIVABLE	510
TOTAL CURRENT ASSETS	\$414,607

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$35,073
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$457,281

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$510
TOTAL CURRENT LIABILITIES	\$510

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	\$0
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	\$0
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	\$456,771

TOTAL LIABILITIES & FUND BALANCES	\$457,281
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
2 MONTHS ENDING 5/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$180	\$181	(\$0)
INTEREST INCOME	510	233	277	926	467	459
TOTAL REVENUE	\$601	\$324	\$277	\$1,107	\$647	\$459
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES						
	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$601	\$292	\$308	\$789	\$584	\$205
BANK INTEREST & CHARGES	-	5	(5)	-	10	(10)
	\$601	\$297	\$303	\$789	\$594	\$195
TOTAL OPERATING EXPENSES	\$601	\$297	\$303	\$1,107	\$912	\$194
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	(\$0)	(\$265)	\$265
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	(\$0)	(\$265)	\$265

**YORK CARE CENTRE INC.
BALANCE SHEET
6/30/2022**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,444,577.97	1,357,165.91	87,412.06
CASH - RESTRICTED FUNDS	78,195.98	74,224.49	3,971.49
ACCOUNTS RECEIVABLE			
- RESIDENTS	31,222.76	40,004.04	(8,781.28)
- DEPT of SOCIAL DEVELOPMENT	211,595.00	124,490.00	87,105.00
- HST	32,212.43	30,364.64	1,847.79
- OTHER	92,241.15	124,966.12	(32,724.97)
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	664,657.60	733,454.11	(68,796.51)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,676,795.09</u>	<u>2,606,761.51</u>	<u>70,033.58</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	19,110,859.79	19,280,504.50	(169,644.71)
TOTAL FIXED ASSETS	<u>19,110,859.79</u>	<u>19,280,504.50</u>	<u>(169,644.71)</u>
TOTAL ASSETS	<u><u>21,787,654.88</u></u>	<u><u>21,887,266.01</u></u>	<u><u>(99,611.13)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,618,751.86	3,584,459.98	34,291.88
DEFERRED REVENUE	112,017.72	100,780.57	11,237.15
TOTAL CURRENT	<u>3,730,769.58</u>	<u>3,685,240.55</u>	<u>45,529.03</u>
LONG TERM			
LONG TERM DEBT	16,146,106.47	16,326,747.28	(180,640.81)
DEFERRED CONTRIBUTIONS	1,986,627.87	2,011,672.34	(25,044.47)
TOTAL LIABILITIES	<u>18,132,734.34</u>	<u>18,338,419.62</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	71,349.64	70,821.60	528.04
UNRESTRICTED	(325,631.08)	(325,356.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	178,432.40	118,140.32	60,292.08
TOTAL FUNDS	<u>(75,849.04)</u>	<u>(136,394.16)</u>	<u>60,545.12</u>
TOTAL LIABILITIES & FUNDS	<u><u>21,787,654.88</u></u>	<u><u>21,887,266.01</u></u>	<u><u>(99,611.13)</u></u>

**YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 6/30/2022**

Description	Variance Analysis Budget vs Actual		
	Actual Current Month	Budget Current Month	Variance Budget vs. Actual
REVENUE			
Total Operating Revenue	\$2,247,331	\$2,271,831	-\$24,500
Non-Recurring Budget Amend	\$59,957	\$59,957	\$0
Administration	\$63,201	\$52,935	\$10,266
Care Services	\$9,022	\$13,872	-\$4,850
Operations	\$26,581	\$27,314	-\$733
Mortgage / Loan Payments	\$25,044	\$25,044	\$0
TOTAL REVENUE	\$2,431,136	\$2,450,954	-\$19,818
OPERATING EXPENSES			
Administration	\$480,825	\$449,113	-\$31,712
Care Services	\$1,115,680	\$1,188,894	-\$73,214
Operations	\$516,167	\$523,177	-\$7,011
Mortgage / Loan Payments	\$258,172	\$259,547	-\$1,374
TOTAL EXPENSES	\$2,370,844	\$2,420,731	-\$49,887
NET SURPLUS (DEFICIT)	\$60,292	\$30,223	\$30,069

Vacant bed days

Salaries overspent by \$6,230, El, CPP and WHSCC underspent by \$3,154, overspend in pension/group health expense of \$31,622, underspent on bank chgs & bad debts by \$157, underspent in advertising by \$308, underspent on office equip and supplies by \$823, underspent in prof'l fees & travel by \$2,050, underspent on staff & volunteer recognition \$489; overspent on minor equipment by \$503, overspent on education by \$428, plus other minor variances.

Underspend in salaries of \$66,236, underexpend in fall reduction, care supplies and meds \$3,708, underspent on incontinent supplies by \$1,059, underspent in minor equipment by \$66, overspent on recruitment by \$528, underspent on BG memory Lane Project by \$2,500, overspent in recreation supplies by \$406, underspent on pastoral supplies by \$161; plus other minor variances.

Salaries underspent by \$3,187, food & thickeners underspent by \$7,616, dietary supplies overspent by \$4,942, laundry supplies & linen overspent by \$1,331, housekeeping supplies underspent by \$2,508, telephone & cable overspent by \$482, insurance overspent by \$775, maintenance overspent by \$2,228, heating fuel and electricity underspent by \$6,809, vehicle expenses underspent by \$95, minor equipment underspent by \$812, consulting fees overspent by \$1,382, computer supplies and support overspent by \$3,685, underspent re website & domain \$353, GET Inspired comm underspent by \$1,362, overspent on recruitment \$908, plus other minor variances.

Under expend of \$1,374 due to timing of new year purchases

YORK CARE CENTRE INC.

REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
3 MONTHS ENDING 6/30/2022

Description	Actual Previous YTD	Actual Current YTD	Budget Current YTD	Variances Budget vs Actual	Year to Date Variance Analysis Budget vs Actual	Forecast to Year End 31-Mar-23	2022-23 Full Year Budget	Variance Budget vs Forecast Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$5,209,461	\$5,870,456	\$5,936,456	-\$66,000	Vacant bed days	\$22,097,565	\$22,163,565	-\$66,000
Non-recurring Budget Amendments	\$118,527	\$130,151	\$130,151	\$0		130,151	\$130,151	\$0
Administration	\$172,400	\$161,764	\$154,595	\$7,209		356,888	\$356,888	\$0
Care Services	\$97,287	\$29,982	\$41,617	-\$11,635		166,468	\$166,468	\$0
Operations	\$65,195	\$82,950	\$81,942	\$408		327,768	\$327,768	\$0
Mortgage / Loan Payments	\$77,536	\$75,133	\$75,133	\$0		300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$5,680,407	\$6,349,836	\$6,419,853	-\$70,017		\$23,379,372	\$23,445,372	-\$66,000
OPERATING EXPENSES								
Administration	1,020,331	1,064,431	1,095,593	31,162	Salaries overspent by \$786, EI, CPP and WHSOC underspent by \$11,945, underexpnd in pension/group health expense of \$7,176, underspent on bank chgs & bad debts by \$602, underspent in advertising by \$925, underspent on office equip and supplies by \$50, underspent in profit fees & travel by \$4,252, underspent on staff & volunteer recognition \$2,586; overspent on minor equipment by \$253, underspent on education by \$4,382, plus other minor variances.	\$3,892,073	3,892,073	(0)
Care Services	2,289,984	2,731,913	2,885,418	153,505	Underexpnd in salaries of \$146,113, underexpnd in fall reduction, care supplies and meals \$7,978, underspent on incontinent supplies by \$2,834, overspent in minor equipment by \$12,161, overspent on recruitment by \$1,481, underspent on research by \$1,250, underspent on BG memory Lane Project by \$7,500, underspent in recreation supplies by \$132, underspent on pastoral supplies by \$484; plus other minor variances.	10,076,625	10,088,330	11,705
Operations	1,485,613	1,600,543	1,569,532	(31,011)	Salaries overspent by \$12,090, food & thickeners underspent by \$4,011, dietary supplies overspent by \$11,755, laundry supplies & linen underspent by \$5,321, housekeeping supplies underspent by \$10,541, telephone & cable overspent by \$1,794, insurance overspent by \$2,359, maintenance overspent by \$20,740, heating fuel and electricity underspent by \$6,305, vehicle expenses overspent by \$893, minor equipment underspent by \$3,523, consulting fees overspent by \$715, computer supplies and support overspent by \$10,915, underspent re website & commun \$1,015, GET inspired comm underspent by \$910, overspent on recruitment \$1,154, plus other minor variances.	6,296,114	6,296,114	0
Mortgage / Loan Payments	774,637	774,517	778,640	4,123	Under expend of \$4,123 due to timing of new year purchases	3,114,560	3,114,560	0
TOTAL EXPENSES	\$5,570,565	\$6,171,404	\$6,329,183	\$157,779		\$23,379,372	\$23,891,078	\$11,706
NET SURPLUS (DEFICIT)	\$109,842	\$178,432	\$90,671	\$87,762		\$0	\$54,294	-\$54,294
Less: Transfer to replacement reserve		825	0	(825)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$177,607	\$90,671	\$88,587		\$3,300	\$54,294	-\$50,994

NOTE: The 2022-23 Budget from SD has not been received yet.

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
6/30/2022

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	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	210,422	235,856	(25,434)
ACCOUNTS RECEIVABLE	8,465	20,511	(12,047)
HST RECEIVABLE	1,740	1,453	287
PREPAID EXPENSES	69,192	79,332	(10,140)
TOTAL CURRENT ASSETS	289,818	337,153	(47,334)
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	238,818	237,117	1,701
DEFERRED VACANCY SUBSIDY	42,552	42,499	52
TOTAL RESTRICTED CASH & DEPOSITS	281,370	279,616	1,753
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	(4,040,052)	(4,024,838)	(15,214)
TOTAL FIXED ASSETS	2,285,366	2,300,580	(15,214)
TOTAL ASSETS	2,856,554	2,917,349	(60,795)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	117,513	169,336	(51,824)
DEFERRED REVENUE	10,143	9,868	275
TOTAL CURRENT LIABILITIES	127,656	179,204	(51,549)
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,814,821	1,827,778	(12,958)
TOTAL LONG TERM LIABILITIES	1,814,821	1,827,778	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,502	6,668	(167)
TOTAL DEFERRED	6,502	6,668	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	237,761	235,709	2,051
VACANCY SUBSIDY RESERVE	42,552	42,499	52
EARNED SURPLUS	607,604	609,547	(1,943)
NET INCOME (LOSS) FOR PERIOD	19,660	15,942	3,717
TOTAL EQUITY	907,576	903,698	3,878
TOTAL LIABILITIES & FUND BALANCES	2,856,554	2,917,349	(60,795)

YDIDAT YORK DEVELOPMENT INC
 INCOME STATEMENT - CONSOLIDATED
 3 MONTHS ENDING 6/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	60,095	60,335	(240)	182,872	183,531	(659)
TENANT SUBSIDY	(2,259)	(2,996)	737	(7,939)	(8,987)	1,048
RENT SUPPLEMENT - SH	9,356	9,356	0	25,541	25,541	0
WASHER & DRYER REVENUE	1,008	896	112	2,925	2,687	238
OTHER REVENUE	0	0	0	170	0	170
INTEREST INCOME	400	113	287	1,108	340	768
REVENUE - SD CARE HOURS	7,129	12,463	(5,334)	21,925	37,390	(15,465)
REVENUE - OTHER CARE HOURS	281	275	6	843	825	18
REVENUE - TENANT SERVICES	17,794	18,994	(1,200)	53,296	56,983	(3,687)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	18,847	18,848	(1)
RECOVERY PROJECT WORKERS	0	600	(600)	0	600	(600)
MISCELLANEOUS INCOME	0	0	0	832	0	832
TOTAL REVENUE	100,087	106,320	(6,233)	300,420	317,759	(17,339)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	24,846	30,560	5,715	70,771	90,245	19,475
BENEFITS	2,202	3,641	1,439	6,928	10,924	3,996
TRAVEL EXPENSE	84	83	(1)	190	250	60
	27,132	34,285	7,153	77,889	101,419	23,531
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,152	4,569	417	12,864	13,708	844
	4,152	4,569	417	12,864	13,708	844
MAINTENANCE						
ELECTRICITY	6,390	6,295	(95)	21,554	18,886	(2,668)
ELEVATOR SERVICE / INSPECTION	366	358	(8)	1,098	1,073	(25)
GARBAGE REMOVAL	722	627	(95)	2,167	1,882	(285)
PEST CONTROL	198	215	16	614	644	30
ALARMS AND MONITORING	225	378	153	1,010	1,134	124
TENANT SPECIAL OCCASIONS	38	125	87	38	375	337
CABLE TV	23	49	26	67	147	80
INSURANCE	3,324	3,169	(155)	9,972	9,506	(466)
PHONE	154	399	244	363	1,196	834
PROPERTY TAXES	5,929	5,929	0	17,787	17,787	0
REPAIRS & MAINTENANCE	5,461	4,053	(1,408)	9,316	12,158	2,841
BUILDING EXPENSES - ADP	367	391	24	1,101	1,173	72
REPLACEMENT RESERVE - R&M	1,058	1,698	641	2,465	5,094	2,629
SECURITY	4,510	4,510	0	13,529	13,530	0
GROUNDS MAINTENANCE	65	851	786	133	2,552	2,420
SUPPLIES EXPENSE	0	620	620	72	1,859	1,787
MINOR EQUIP & FURNISHING	1,620	508	(1,112)	3,580	1,524	(2,056)
WATER & SEWAGE	1,228	1,227	(0)	3,683	3,682	(1)
	31,678	31,401	(277)	88,549	94,203	5,654
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	13,775	397	40,136	41,325	1,190
BOARD EXPENSES	68	97	29	203	290	87
ADVERTISING	140	284	144	237	451	214
AUDIT EXPENSES	(81)	975	1,055	1,357	2,924	1,567
BANK INTEREST & CHARGES	75	25	(50)	198	74	(124)
LOAN INTEREST EXPENSE	3,941	3,941	0	11,823	11,823	0
MEMBERSHIP FEES / DUES	145	311	166	434	933	498
MISCELLANEOUS EXPENSE	169	125	(44)	594	376	(218)
PRINTING & OFFICE SUPPLIES	358	409	51	837	1,227	390
	18,193	19,941	1,748	55,818	59,423	3,604
CAPITAL						
DEPRECIATION	15,214	15,360	146	45,641	46,080	439
	15,214	15,360	146	45,641	46,080	439
TOTAL OPERATING EXPENSES	96,370	105,556	9,187	280,761	314,833	34,072
NET EARNINGS (LOSS) FOR PERIOD	3,717	763	2,954	19,660	2,926	16,733
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
6/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	753,238.34	819,971.75	(66,733.41)
ACCOUNTS RECEIVABLE	2,273.60	5,778.70	(3,505.10)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	3,253.40	2,034.24	1,219.16
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>758,765.34</u>	<u>827,784.69</u>	<u>(69,019.35)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(8,697.35)	(8,427.58)	(269.77)
	<u>7,489.02</u>	<u>7,758.79</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>766,254.36</u></u>	<u><u>835,543.48</u></u>	<u><u>(69,289.12)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	50,678.60	49,472.52	1,206.08
DUE TO YORK MANOR INC.	10,889.39	11,265.09	(375.70)
DUE TO YORK DEVELOPMENTS INC.	2,283.20	3,573.57	(1,290.37)
DEFERRED REVENUE	697,300.79	766,771.65	(69,470.86)
TOTAL CURRENT	<u>761,151.98</u>	<u>831,082.83</u>	<u>(69,930.85)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	2,617.29	1,975.56	641.73
TOTAL FUNDS	<u>5,102.38</u>	<u>4,460.65</u>	<u>641.73</u>
TOTAL LIABILITIES & FUNDS	<u><u>766,254.36</u></u>	<u><u>835,543.48</u></u>	<u><u>(69,289.12)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
3 MONTHS ENDING 6/30/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	11,250	11,250	0
VR - REHAB PROJECT	5,406	5,731	(325)	24,118	17,193	6,925
PROMOTE PHYS ACTIVITY PROJECT	2,402	3,966	(1,564)	12,767	11,898	869
IMPROVE IMMUNIZATION PROJECT	3,828	5,460	(1,632)	15,662	16,380	(718)
PALLIATIVE CARE PROJECT	1,669	1,611	57	5,006	4,833	172
POLYPHARM APP PHASE 2 PROJECT	4,845	10,266	(5,421)	11,510	30,798	(19,288)
GENIE PROJECT	36,383	39,939	(3,556)	74,758	119,817	(45,059)
PASSIVE AWARE PROJECT	11,839	32,190	(20,351)	78,749	120,569	(41,820)
INTEREST INCOME	1,258	250	1,008	2,956	750	2,206
STUDENT FUNDING	5,562	1,611	3,951	8,232	3,222	5,010
TOTAL UNRESTRICTED REVENUE	78,940	104,774	(27,834)	245,008	336,711	(91,703)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	53,043	69,003	15,961	150,494	207,010	56,517
SALARIES & BEN CHARGED TO PROJECT	(53,043)	(69,003)	(15,961)	(150,494)	(207,010)	(56,517)
PROJECT WORKERS EXPENSES	5,562	1,611	(3,951)	8,232	3,222	(5,010)
	5,562	1,611	(3,951)	8,232	3,222	(5,010)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	6,154	6,154	0
AUDIT EXPENSES	1,522	481	(1,042)	2,667	1,442	(1,245)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	809	379	(430)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	58	267	209	(54)	600	854
OFFICE SPACE COSTS	325	408	83	974	1,224	250
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	140	42	(98)	140	125	(15)
TRAVEL AND ACCOMODATION	0	33	33	0	100	100
MEALS AND ENTERTAINMENT	0	29	29	0	88	88
CONFERENCES AND TRAINING	0	125	125	0	375	375
MINOR EQUIPMENT	0	83	83	0	250	250
MISCELLANEOUS	0	83	83	879	250	(629)
	4,366	3,729	(637)	11,588	11,186	(402)
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	5,406	5,731	325	24,118	17,193	(6,925)
PROMOTE PHYS ACTIVITY PROJECT	2,402	3,966	1,564	12,767	11,898	(869)
IMPROVE IMMUNIZATION PROJECT	3,828	5,460	1,632	15,662	16,380	717
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	5,006	4,833	(172)
POLYPHARM APP PHASE 2 PROJECT	4,845	10,266	5,421	11,510	30,798	19,288
GENIE PROJECT	36,383	39,939	3,556	74,758	119,817	45,059
PASSIVE AWARE PROJECT	11,839	32,214	20,375	78,749	120,352	41,603
MISCELLANEOUS	0	0	0	0	0	0
	66,370	99,167	32,817	222,571	321,272	98,701
TOTAL EXPENSES	76,298	104,527	28,228	242,391	335,660	93,290
NET EARNINGS (LOSS)	642	247	395	2,617	1,030	1,567

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
6/30/2022

ASSETS

CURRENT ASSETS

CASH	\$415,660
ACCOUNTS RECEIVABLE	660
TOTAL CURRENT ASSETS	\$416,319

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$33,510
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$457,430

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$660
TOTAL CURRENT LIABILITIES	\$660

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	\$0
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	\$0
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	\$456,771
TOTAL LIABILITIES & FUND BALANCES	\$457,430

**YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
3 MONTHS ENDING 6/30/2022**

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$271	\$271	(\$0)
INTEREST INCOME	660	233	426	1,586	700	886
TOTAL REVENUE	\$750	\$324	\$426	\$1,857	\$971	\$886
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES						
	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$750	\$292	\$458	\$1,539	\$876	\$662
BANK INTEREST & CHARGES	-	5	(5)	-	15	(15)
	\$750	\$297	\$453	\$1,539	\$891	\$647
TOTAL OPERATING EXPENSES	\$750	\$297	\$453	\$1,857	\$1,209	\$647
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$239)	\$239
NET SURPLUS (DEFICIT)						
	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$27	(\$27)	\$0	(\$239)	\$239

YORK CARE CENTRE INC.
BALANCE SHEET
7/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,132,452.49	1,444,577.97	(312,125.48)
CASH - RESTRICTED FUNDS	78,009.08	78,195.98	(186.90)
ACCOUNTS RECEIVABLE			
- RESIDENTS	34,009.72	31,222.76	2,786.96
- DEPT of SOCIAL DEVELOPMENT	242,605.00	211,595.00	31,010.00
- HST	30,202.50	32,212.43	(2,009.93)
- OTHER	67,904.80	92,241.15	(24,336.35)
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	593,581.71	664,657.60	(71,075.89)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,300,857.50</u>	<u>2,676,795.09</u>	<u>(375,937.59)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	18,905,653.34	19,110,859.79	(205,206.45)
TOTAL FIXED ASSETS	<u>18,905,653.34</u>	<u>19,110,859.79</u>	<u>(205,206.45)</u>
TOTAL ASSETS	<u><u>21,206,510.84</u></u>	<u><u>21,787,654.88</u></u>	<u><u>(581,144.04)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,175,536.69	3,618,751.86	(443,215.17)
DEFERRED REVENUE	100,786.52	112,017.72	(11,231.20)
TOTAL CURRENT	<u>3,276,323.21</u>	<u>3,730,769.58</u>	<u>(454,446.37)</u>
LONG TERM			
LONG TERM DEBT	15,965,465.66	16,146,106.47	(180,640.81)
DEFERRED CONTRIBUTIONS	1,961,583.40	1,986,627.87	(25,044.47)
TOTAL LIABILITIES	<u>17,927,049.06</u>	<u>18,132,734.34</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	71,566.41	71,349.64	216.77
UNRESTRICTED	(325,906.08)	(325,631.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	257,478.24	178,432.40	79,045.84
TOTAL FUNDS	<u>3,138.57</u>	<u>(75,849.04)</u>	<u>78,987.61</u>
TOTAL LIABILITIES & FUNDS	<u><u>21,206,510.84</u></u>	<u><u>21,787,654.88</u></u>	<u><u>(581,144.04)</u></u>

**YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 7/31/2022**

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,849,935	\$1,850,185	-\$250	
Non-Recurring Budget Amend	\$31,010	\$31,010	\$0	Varient bee days
Administration	\$34,020	\$25,787	\$8,233	
Care Services	\$11,835	\$13,872	-\$2,037	
Operations	\$27,947	\$27,314	\$633	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
TOTAL REVENUE	\$1,979,791	\$1,973,213	\$6,578	
OPERATING EXPENSES				
Administration	\$318,035	\$325,586	\$7,551	Salaries overspent by \$4,182, EI, CPP and WHSCC underspent by \$7,044, underexpend in pension/group health expense of \$4,870, underspent on bank chgs & bad debts by \$245, underspent in advertizing by \$291, overspent on office equip and supplies by \$193, underspent in prof'l fees & travel by \$1,146, overexpend on NBAWH Membership \$6,239; underspent on staff & volunteer recognition \$831; underspent on minor equipment by \$125, underspent on education by \$3,277, plus other minor variances.
Care Services	\$806,358	\$861,827	\$55,469	Underexpend in salaries of \$55,904, underexpend in fall reduction, care supplies and meds \$25, overspent on incontinment supplies by \$3,156, underspent in minor equipment by \$672, overspent on recruitment by \$388, underspent on BG memory Lane Project by \$2,500, overspent in recreation supplies by \$665, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$518,180	\$523,177	\$4,997	Salaries underspent by \$5,367, food & thickers overspent by \$1,594, dietary supplies overspent by \$5,314, laundry supplies & linen underspent by \$2,621, housekeeping supplies underspent by \$1,753, telephone & cable overspent by \$501, insurance overspent by \$775, maintenance overspent by \$3,119, heating fuel and electricity underspent by \$9,749, vehicle expenses underspent by \$56, minor equipment overspent by \$1,113, consulting fees overspent by \$2,852, computer supplies and support overspent by \$649, overspent re website & commun \$83, GET Inspired comm underspent by \$1,527, overspent on recruitment \$27, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374	Under expend of \$1,374 due to timing of new year purchases
TOTAL EXPENSES	\$1,900,745	\$1,970,137	\$69,392	
NET SURPLUS (DEFICIT)	\$79,046	\$3,076	\$75,970	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
4MONTHS ENDING 7/31/2022

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-23	2022-23 Full Year Budget	Variance Budget vs Forecast Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$6,946,198	\$7,720,391	\$7,786,641	-\$66,250	Vacant bed days	\$22,144,488	\$22,210,738	-\$66,250
Non-recurring Budget Amendments	\$174,279	\$161,161	\$161,161	\$0		161,161	\$161,161	\$0
Administration	\$231,557	\$195,784	\$180,342	\$15,442		356,888	\$356,888	\$0
Care Services	\$40,925	\$41,817	\$55,489	-\$13,672		166,468	\$166,468	\$0
Operations	\$88,315	\$110,297	\$109,256	\$1,041		327,768	\$327,768	\$0
Mortgage / Loan Payments	\$103,381	\$100,178	\$100,177	\$1		300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$7,584,655	\$8,329,628	\$8,393,066	-\$63,439		\$23,457,305	\$23,523,555	-\$66,250
OPERATING EXPENSES								
Administration	1,364,520	1,382,466	1,421,179	38,713	Salaries overspent by \$4,968, Ei, CPP and WHSCC underspent by \$18,989, underexpend in pension/group health expense of \$12,046, underspent on bank chgs & bad debts by \$848, underspent in advertising by \$1,216, overspent on office equip and supplies by \$144, underspent in profit fees & travel by \$5,398, underspent on audit \$1,413, overspent on MBANH Fees \$6,958; underspent on staff & volunteer recognition \$3,417; overspent on minor equipment by \$128, underspent on education by \$7,659, plus other minor variances.	\$3,868,753	3,908,753	40,000
Care Services	3,072,053	3,538,271	3,747,244	208,974	Underexpend in salaries of \$202,016, underexpend in fall reduction, care supplies and meds \$8,003, overspent on incontinence supplies by \$322, overspent in minor equipment by \$11,867, overspent on recruitment by \$1,868, underspent on research by \$1,667, underspent on BG memory Lane Project by \$10,000, overspent in recreation supplies by \$535, underspent on pastoral supplies by \$644; plus other minor variances.	10,083,584	10,149,833	66,249
Operations	1,976,187	2,118,723	2,092,709	(26,014)	Salaries overspent by \$6,722, food & thickeners underspent by \$2,417, dietary supplies overspent by \$17,070, laundry supplies & linen underspent by \$7,941, housekeeping supplies underspent by \$12,294, telephone & cable overspent by \$2,295, insurance overspent by \$3,134, maintenance overspent by \$23,858, heating fuel and electricity underspent by \$16,055, vehicle expenses overspent by \$838, minor equipment underspent by \$2,410, consulting fees overspent by \$3,567, computer supplies and support overspent by \$11,563, underspent re website & commm \$932, GET inspired comm underspent by \$2,437, overspent on recruitment \$1,181, plus other minor variances.	6,336,114	6,296,114	(40,000)
Mortgage / Loan Payments	1,032,849	1,032,689	1,038,187	5,497	Under expend of \$5,497 due to timing of new year purchases	3,114,560	3,114,560	0
TOTAL EXPENSES	\$7,445,609	\$8,072,149	\$8,299,320	\$227,170		\$23,403,011	\$23,469,261	\$66,250
NET SURPLUS (DEFICIT)	\$139,046	\$257,478	\$93,747	\$163,732		\$54,294	\$54,294	\$0
Less: Transfer to replacement reserve		1,100	0	(1,100)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$256,378	\$93,747	\$164,832		\$50,994	\$54,294	\$3,300

NOTE: The 2022-23 Budget from SD has not been received yet.

YDIDAT YORK DEVELOPMENT INC
 BALANCE SHEET - CONSOLIDATED
 7/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	192,074	210,422	(18,348)
ACCOUNTS RECEIVABLE	9,215	8,465	750
HST RECEIVABLE	1,479	1,740	(261)
PREPAID EXPENSES	63,255	69,192	(5,937)
TOTAL CURRENT ASSETS	266,023	289,818	(23,796)
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	238,644	238,818	(174)
DEFERRED VACANCY SUBSIDY	42,619	42,552	67
TOTAL RESTRICTED CASH & DEPOSITS	281,263	281,370	(106)
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	(4,055,265)	(4,040,052)	(15,214)
TOTAL FIXED ASSETS	2,270,152	2,285,366	(15,214)
TOTAL ASSETS	2,817,438	2,856,554	(39,116)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	100,679	117,513	(16,833)
DEFERRED REVENUE	9,218	10,143	(925)
TOTAL CURRENT LIABILITIES	109,897	127,656	(17,758)
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,801,863	1,814,821	(12,958)
TOTAL LONG TERM LIABILITIES	1,801,863	1,814,821	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,335	6,502	(167)
TOTAL DEFERRED	6,335	6,502	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	236,884	237,761	(876)
VACANCY SUBSIDY RESERVE	42,619	42,552	67
EARNED SURPLUS	608,622	607,604	1,018
NET INCOME (LOSS) FOR PERIOD	11,217	19,660	(8,442)
TOTAL EQUITY	899,343	907,576	(8,233)
TOTAL LIABILITIES & FUND BALANCES	2,817,438	2,856,554	(39,116)

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
4 MONTHS ENDING 7/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	59,751	59,548	203	242,623	243,079	(456)
TENANT SUBSIDY	(3,421)	(2,996)	(426)	(11,360)	(11,982)	622
RENT SUPPLEMENT - SH	10,143	10,143	0	35,684	35,684	0
ADULT DAY PROGRAM FEES	0	7,960	(7,960)	0	7,960	(7,960)
WASHER & DRYER REVENUE	892	896	(4)	3,817	3,583	234
OTHER REVENUE	0	0	0	170	0	170
INTEREST INCOME	481	113	368	1,589	453	1,135
REVENUE - SD CARE HOURS	7,000	12,463	(5,463)	28,925	49,853	(20,928)
REVENUE - OTHER CARE HOURS	2	275	(273)	845	1,100	(255)
REVENUE - TENNANT SERVICES	18,038	18,994	(956)	71,334	75,978	(4,644)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	25,130	25,131	(1)
RECOVERY PROJECT WORKERS	0	1,200	(1,200)	0	1,800	(1,800)
MISCELLANEOUS INCOME	0	2,000	(2,000)	832	2,000	(1,168)
TOTAL REVENUE	99,168	116,879	(17,711)	399,589	434,639	(35,050)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	25,264	40,465	15,201	96,034	130,710	34,676
BENEFITS	2,510	4,385	1,875	9,438	15,309	5,871
TRAVEL EXPENSE	61	83	23	251	333	83
	27,834	44,933	17,099	105,723	146,352	40,629
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,152	5,468	1,316	17,016	19,176	2,160
	4,152	5,468	1,316	17,016	19,176	2,160
MAINTENANCE						
ELECTRICITY	6,423	6,295	(128)	27,977	25,181	(2,796)
ELEVATOR SERVICE / INSPECTION	1,096	358	(738)	2,194	1,431	(763)
GARBAGE REMOVAL	722	627	(95)	2,889	2,509	(380)
PEST CONTROL	198	215	16	812	859	46
ALARMS AND MONITORING	744	378	(366)	1,754	1,512	(242)
TENANT SPECIAL OCCASIONS	0	125	125	38	500	462
CABLE TV	19	49	30	86	196	110
INSURANCE	3,324	3,169	(155)	13,296	12,675	(621)
PHONE	177	399	222	540	1,595	1,055
PROPERTY TAXES	5,929	5,929	0	23,716	23,716	0
REPAIRS & MAINTENANCE	10,657	4,053	(6,604)	19,973	16,210	(3,763)
BUILDING EXPENSES - ADP	367	1,343	976	1,468	2,516	1,048
REPLACEMENT RESERVE - R&M	4,018	1,698	(2,320)	6,483	6,792	309
SECURITY	4,510	4,510	0	18,039	18,039	0
GROUND MAINTENANCE	0	851	851	133	3,403	3,270
SUPPLIES EXPENSE	1,276	1,005	(272)	1,348	2,864	1,516
MINOR EQUIP & FURNISHING	882	619	(263)	4,462	2,143	(2,319)
WATER & SEWAGE	1,228	1,227	(0)	4,911	4,909	(1)
	41,571	32,849	(8,722)	130,120	127,052	(3,067)
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	14,119	741	53,514	55,444	1,930
BOARD EXPENSES	68	97	29	270	386	116
ADVERTISING	114	284	170	351	735	384
AUDIT EXPENSES	719	975	256	2,076	3,899	1,823
BANK INTEREST & CHARGES	64	25	(39)	262	99	(163)
LOAN INTEREST EXPENSE	3,941	3,941	0	15,764	15,764	0
MEMBERSHIP FEES / DUES	145	311	166	579	1,244	665
MISCELLANEOUS EXPENSE	172	236	64	766	612	(154)
PRINTING & OFFICE SUPPLIES	239	520	281	1,076	1,747	671
	18,839	20,508	1,668	74,658	79,930	5,273
CAPITAL						
DEPRECIATION	15,214	15,360	146	60,855	61,440	585
	15,214	15,360	146	60,855	61,440	585
TOTAL OPERATING EXPENSES	107,611	119,118	11,507	388,372	433,951	45,580
NET EARNINGS (LOSS) FOR PERIOD	(8,442)	(2,239)	(6,204)	11,217	688	10,530
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
7/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	660,683.27	753,238.34	(92,555.07)
ACCOUNTS RECEIVABLE	8,780.53	2,273.60	6,506.93
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	5,114.16	3,253.40	1,860.76
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	674,577.96	758,765.34	(84,187.38)
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(8,967.12)	(8,697.35)	(269.77)
	7,219.25	7,489.02	(269.77)
TOTAL ASSETS	681,797.21	766,254.36	(84,457.15)
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	47,035.51	50,678.60	(3,643.09)
DUE TO YORK MANOR INC.	5,203.92	10,889.39	(5,685.47)
DUE TO YORK DEVELOPMENTS INC.	223.29	2,283.20	(2,059.91)
DEFERRED REVENUE	615,895.50	697,300.79	(81,405.29)
TOTAL CURRENT	668,358.22	761,151.98	(92,793.76)
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	10,953.90	2,617.29	8,336.61
TOTAL FUNDS	13,438.99	5,102.38	8,336.61
TOTAL LIABILITIES & FUNDS	681,797.21	766,254.36	(84,457.15)

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
4 MONTHS ENDING 7/31/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	15,000	15,000	0
VR - REHAB PROJECT	4,023	5,731	(1,708)	28,141	22,924	5,217
PROMOTE PHYS ACTIVITY PROJECT	1,536	3,966	(2,430)	14,303	15,864	(1,561)
IMPROVE IMMUNIZATION PROJECT	3,692	5,460	(1,768)	19,354	21,840	(2,485)
PALLIATIVE CARE PROJECT	1,669	1,611	57	6,674	6,445	230
POLYPHARM APP PHASE 2 PROJECT	3,506	10,266	(6,761)	15,016	41,064	(26,049)
GENIE PROJECT	32,533	39,939	(7,406)	107,291	159,756	(52,464)
PASSIVE AWARE PROJECT	32,653	32,190	463	111,402	152,759	(41,357)
INTEREST INCOME	1,565	250	1,315	4,520	1,000	3,520
STUDENT FUNDING	1,794	1,611	183	10,026	4,833	5,193
SYMPOSIUM	6,200	0	6,200	6,200	0	6,200
TOTAL UNRESTRICTED REVENUE	82,920	104,774	(11,854)	337,928	441,485	(103,557)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	48,990	69,003	20,013	199,484	276,014	76,530
SALARIES & BEN CHARGED TO PROJECT	(48,990)	(69,003)	(20,013)	(199,484)	(276,014)	(76,530)
PROJECT WORKERS EXPENSES	1,794	1,611	(183)	10,026	4,833	(5,193)
	1,794	1,611	(183)	10,026	4,833	(5,193)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	8,205	8,206	0
AUDIT EXPENSES	582	481	(102)	3,269	1,923	(1,346)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	1,079	505	(574)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	(62)	267	329	(116)	1,067	1,183
OFFICE SPACE COSTS	325	408	83	1,298	1,632	333
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	12	42	30	152	167	15
TRAVEL AND ACCOMODATION	0	33	33	0	133	133
MEALS AND ENTERTAINMENT	0	29	29	0	117	117
CONFERENCES AND TRAINING	0	125	125	0	500	500
MINOR EQUIPMENT	0	83	83	0	333	333
MISCELLANEOUS	0	83	83	879	333	(546)
	3,178	3,729	551	14,766	14,915	149
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	4,023	5,731	1,708	28,141	22,924	(5,217)
PROMOTE PHYS ACTIVITY PROJECT	1,536	3,966	2,430	14,303	15,864	1,561
IMPROVE IMMUNIZATION PROJECT	3,692	5,460	1,768	19,354	21,840	2,485
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	6,674	6,445	(230)
POLYPHARM APP PHASE 2 PROJECT	3,506	10,266	6,761	15,016	41,065	26,049
GENIE PROJECT	32,533	39,939	7,406	107,291	159,756	52,464
PASSIVE AWARE PROJECT	32,653	32,214	(439)	111,402	152,666	41,164
MISCELLANEOUS	0	0	0	0	0	0
	79,611	99,187	19,576	302,182	420,459	118,277
TOTAL EXPENSES	84,583	104,527	19,944	326,974	440,207	113,233
NET EARNINGS (LOSS)	8,337	247	8,089	10,954	1,278	9,676

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
7/31/2022

ASSETS

CURRENT ASSETS

CASH	\$417,222
ACCOUNTS RECEIVABLE	897
TOTAL CURRENT ASSETS	\$418,119

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$31,948
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$457,668

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$897
TOTAL CURRENT LIABILITIES	\$897

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	\$0
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	\$0
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	\$456,771

TOTAL LIABILITIES & FUND BALANCES	\$457,668
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
4 MONTHS ENDING 7/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$361	\$361	(\$0)
INTEREST INCOME	897	233	664	2,483	933	1,550
TOTAL REVENUE	\$987	\$324	\$664	\$2,844	\$1,294	\$1,550
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$987	\$292	\$695	\$2,526	\$1,168	\$1,358
BANK INTEREST & CHARGES	-	5	(5)	-	20	(20)
	\$987	\$297	\$690	\$2,526	\$1,188	\$1,338
TOTAL OPERATING EXPENSES	\$987	\$297	\$690	\$2,844	\$1,506	\$1,338
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$212)	\$212
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$212)	\$212



Attached is a proposed budget for York Care Centre Inc. for the fiscal year ended March 31, 2023. The first column is the 2021-22 revised budget approved by the Board in October 2021. The second column is the budget approved by Board in April 2022. Third Column is the Proposed for the 2022-23 fiscal year in September 2022.

YORK CARE CENTRE INC. PROPOSED BUDGET 2022-23

	2021-22 Budget Approved Oct 2021	2022-23 Budget Approved April 2022	2022-23 Budget Proposed Sept 2022	Change From April 2021 Budget
Estimated Grant from Social Development	\$21,254,517	\$21,663,294	\$22,942,309	\$1,279,015
Estimated Revenue from other sources	1,068,031	1,070,213	1,070,213	0
Total Estimated Revenue (Excluding Budget Amendments)	\$22,322,548	\$22,733,507	\$24,012,522	\$1,279,015
Operating Expenditures:				
Care Services, Recreation & Pastoral Care	\$8,988,852	\$9,558,883	\$10,385,117	\$826,234
Operations, Dietary and Environmental Services	6,156,620	6,296,115	6,463,298	167,183
Administration, Education and Employee Benefits	3,872,362	3,718,949	4,004,547	285,598
Research	187,000	45,000	45,000	0
Capital Mortgage, Loan payments and Depreciation	3,117,714	3,114,560	3,114,560	0
Total Ordinary Expenditures	\$22,322,548	\$22,733,507	\$24,012,522	1,279,015
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
Sept. 14, 2022; 7:00 AM

YCC Budget Page 1



Assumptions or other factors used in formulating the YCC 2022-23 budget:

1. The \$141,700 Capital expenditures included in this budget reflects the five year plan prepared by the Senior Leadership Team.
2. 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 and from 3.2 to 3.3 effective April 1/22. The budget for 2022-23 reflects funding of the 3.3 hours of care.
3. 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. Because SD included some significant inflationary increases, this Sept version of the budget reflects approx \$246,600 more funding than in the April 2022 budget.
4. This Sept 2022 version of the budget reflects the RN Contract which was signed in May 2022, as well as all the known salary for CUPE and Non-Bargaining employees.
5. We have received the actual 2022-23 budget document from Social Development. Therefore, the proposed budget reflects actual revenue and expenditure to be funded by SD for 2022-23.
6. The April version of the YCC budget reflected \$27,144 as Safe Restart Funding re COVID costs for April 2022. The Sept. 2022 version reflects an additional \$54,298 of Safe Restart funding provided for May and June 2022. We are not anticipating and Safe Restart funding beyond June 30, 2022. Therefore, we have used this funding for enhanced minor equipment and education and training for sta
7. The salary and benefit costs include the \$54,400 costs of funding the Truth and Reconciliation Day STAT holiday, even though the Dept. of Social Dev't has not yet agreed to fund this.
8. The new RN Contract created a situation where there is some pay inversion between the RNs / Nursing Unit Coordinators and the Director of Care who they report to. The ripple effect also creates the need to increase a total of five senior manager positions.



York Care Centre Inc.
Comparison of 2021-22 and 2022-23 Budgets

	Expenditure	Revenue	
Approved Expenditure / Revenue Budget for 2021-22 (Oct, 2021)	\$22,322,548	\$21,254,517	
Remove in year adjustments for Q 1, Q2 and Q3 Safe Restart		-\$244,338	
Budget originally approved \$20,843,845 plus recurring adj \$172,334		\$21,010,179	
Other revenue sources for 2021-22		\$1,068,031	
		\$22,078,210	
The following variances are presented in April 2022 YCC Budget:			
Adjust SD Funding re items listed below		\$653,115	
Increase Revenue from Inter-Company Charges YDI, CIRA, YCF		\$10,470	
Amortization of Deferred revenue lower than 2021-22		-\$9,639	
Increase cable TV revenue (Rate up \$0.75 per month); Cable Expense increase	\$1,351	\$1,351	
Increase Care salaries re CUPE raise, Sept 30 STAT plus care hours increase	\$570,031		
Increase Dietary, Environ and Operations salaries re CUPE, Sept 30 STAT and SHP Pay increases	\$87,505		
Increase Administration salaries re pay increases (incl adjustment back to Apr 2019)	\$30,006		
Lower expenses re Education Supplies	-\$5,257		
Decrease ER payroll benefit costs (WSNB lower and CPP higher)	-\$42,504		
Mortgage / Loans / Depreciation Lower in 2022-23	-\$3,154		
Lower Operations Supplies - Re Consulting Fees funding removed	-\$51,351		
Lower Admin Supplies (re COVID budget removed)	-\$71,744		
Lower Research Contribution to CIRA (\$122,000 one time + \$20,000)	-\$142,000		
Property Tax (Decreased from 2021) offset by rev decrease	-\$9,778		
Increase expense budgets to cover inflation:			
IT - Computer Software	\$6,900		
Dietary - Food and supplies	\$21,750		
Maint - Electricity	\$15,004		
Maint - Purchased Services	\$4,200		
Total approved in April 2022	\$22,733,507	\$22,733,507	\$0
The following variances are presented in September 2022 YCC Budget:			
Adjust SD Funding re items listed below		\$1,279,015	
Adjust for RN Contract and LPN pay changes	\$491,485		
Adjust for Permanent salaries previously on Budget Amendments	\$357,570		
Inflationary adjustments on Care, Dietary, Maint & Repairs, IT, Administration and Education	\$246,559		
Enhanced Equipment purchases offset by Safe Restart Funding	\$44,500		
Enhanced Education and Training offset by Safe Restart Funding	\$37,000		
Payroll cost increases to deal with Inversion caused by RN Contract	\$16,000		
Various adjustments to ER benefit costs and Non-Transferable Pensions	\$85,901		
2022-23 Total Budget	\$24,012,522	\$24,012,522	\$0

Changes to Grant from Soc Dev't:

2021-22 Actual Budget from Soc Dev't in June 2021	\$20,843,845
2021-22 SD Adjust for 0.1 hours of care Oct 1/21	\$172,334
Total SD Revenue included in YCC Budget Approved by Board Oct 2021	\$21,016,179
Index CPP, EI, WSNB and Pension expense	-\$105,272
SHP, CUPE Contract and Non-Bargaining Funding for 2022-23	221,284
SD Funding for add'l 0.1 + 0.1 hours of care	519,517
Actual Property Tax Decrease	-9,780
Adjust Non-Transferable re Loans and Mortgages and Pensions	218
Adjust for Safe Restart Revenue April 2022	27,148
Subtotal SD Estimated Adjustments in April 2022	653,115
SD Changes on Actual Budget Rec'd Aug 31/22:	
Permanent funding previously on 4 budget amendments	382,347
Inflationary adjustments not known in April	247,927
Add'l funding re RN Contract and LPN Pay Adjustment	575,470
Other adjustments to employer benefit costs	18,973
Adjust for Safe Restart Revenue May and June 2022	54,298
Adjusted in September 2022	1,279,015
Total 2022-23 SD Adjustments	1,932,130
Total 2022-23 Soc Dev't Grant (Incl Safe Restart Revenue of \$81,446)	\$22,948,309
Less Estimated Vacant Bed day reduction for 2022-23	-6,000
Estimated actual revenue from Social Development	\$22,942,309

Updated: Sept. 14, 2022; 7:00 AM

YCC Budget Page 3



York Care Centre
Inc. Budget
2022-2023

Draft #6 re 2022-
23 Budget Change from
Draft #6

Approved by Board

April 25, 2022

Operating Revenue	22,948,309.00
Less Vacant Bed Day Revenue reduction	(6,000.00)
Recoveries	1,070,212.72
Total Revenues	24,012,521.72

Care Salaries	9,639,658.24
Care Supplies	398,142.00
Recreation Salaries	287,302.16
Recreation Supplies	30,728.00
Pastoral Salaries	-
Pastoral Supplies & Contract for Services	29,286.00
Total Care Services	10,385,116.41

Research Salaries & Benefits	-
Research - Supplies & Expenses	45,000.00
Total Research	45,000.00

Operations - Salaries	309,777.83
Operations - Supplies	196,629.00
Dietary Salaries	1,244,276.79
Dietary Supplies	912,469.00
Environmental Services Salaries	1,653,961.44
Environmental Services Supplies	2,146,184.06
Total Operations	6,463,298.12

Administration Salaries	515,874.66
Administration Supplies	228,416.50
Education Salaries	-
Education Supplies	104,785.39
Employee Benefits	3,155,470.65
Total Administration Services	4,004,547.19

Total Capital Operating 3,114,560.00

Total Expenses 24,012,521.72

Operating Surplus/(Deficit) (0.00)

Capital Budget Items 141,700.00

Net Surplus/(Deficit) (141,700.00)

21,669,294.00	1,279,015.00
(6,000.00)	-
1,070,212.70	0.02
22,733,506.70	1,279,015.02

8,897,841.54	741,816.70
359,442.00	38,700.00
246,585.81	40,716.35
25,728.00	5,000.00
-	-
29,286.00	-
9,558,883.35	826,233.06

-	-
45,000.00	-
45,000.00	-

307,605.00	2,172.83
138,629.00	58,000.00
1,254,514.52	-10,237.73
861,469.00	51,000.00
1,667,712.88	-13,751.44
2,066,184.06	80,000.00
6,296,114.46	167,183.66

509,649.81	6,224.85
194,957.69	33,458.81
0.00	0.00
50,885.39	53,900.00
2,963,456.01	192,014.64
3,718,948.90	285,598.29

3,114,560.00 0.00

22,733,506.71 **1,279,015.01**

-0.01 0.01

-0.00

SUMMARY TOTALS

Salary	13,650,851.12	56.8%
Employer Benefits	3,155,470.65	13.1%
Subtotal - Salary & Benefits	16,806,321.77	70.0%
Supplies and Other Exp	4,091,639.95	17.0%
Dep'n and Mortgage	3,114,560.00	13.0%
24,012,521.72	100.0%	

Summary of Changes Above:

Salaries and Ben	958,956.20
Supplies	261,158.81
Research Grant	0.00
Capital Operating	0.00
1,220,115.01	

YCC Budget Page 4

Current Number of Beds	218
Current Square Footage	180,623

	Gov't Funding 2022-2023 (Actual)	YCC Proposed Budget 2022- 2023	Funding (Deficiency) Surplus	Recoveries	Surplus (Deficit)
Care					
VP of Care and Research	95,634.00	107,682.08	(12,048.08)		
Director of Care and Quality	91,028.31	95,584.73	(4,556.41)		
	-	-	-		
RAI Co-ordinator	101,952.00	79,415.78	22,536.23		
Registered Nurse	2,096,495.69	1,993,321.68	103,174.01		
CUPE Staff	7,368,781.00	7,363,653.99	5,127.01		
Supplies	106,047.00	273,272.00	(167,225.00)		
Reallocate Incontinent from laun	125,123.83	124,870.00	253.82		
Total Care	9,985,061.83	10,037,800.24	(52,738.42)	168,146.09	115,407.67
Research - Salaries and Benefits					
Other Supplies and Expenses	-	45,000.00	(45,000.00)		
Total Research	-	45,000.00	(45,000.00)	-	(45,000.00)
Operations					
VP of People and Cult /Mgr HR	-	157,089.38	(157,089.38)		
Office Clerks	82,886.00	91,748.03	(8,862.02)		
Mgr Dietary re IT Role	-	6,150.00	(6,150.00)		
Administrative Clerks	48,155.00	54,790.43	(6,635.43)		
Supplies	-	196,629.00	(196,629.00)		
Total Operations	131,041.00	506,406.83	(375,365.83)	83,066.33	(292,299.49)
Dietary					
Food Service Manager	47,393.00	48,288.08	(895.08)		
Cooks	271,996.00	210,743.58	61,252.42		
Dietary	845,848.00	905,594.46	(59,746.46)		
Dietitian	119,472.00	79,650.68	39,821.33		
Supplies	821,821.00	912,469.00	(90,648.00)		
Total Dietary	2,106,530.00	2,156,745.79	(50,215.79)	85,480.00	35,264.21
Environmental Services					
Environmental Services Manager	55,071.00	72,241.54	(17,170.54)		
Laundry Salaries	433,514.00	271,300.29	162,213.71		
Environment Salaries	1,198,570.00	1,069,830.71	128,739.29		
Maintenance Salaries	232,115.00	240,588.90	(8,473.90)		
Supplies Laundry	105,971.00	57,249.00	48,722.00		
Supplies Housekeeping	78,210.00	119,938.00	(41,728.00)		
Supplies Maintenance	2,013,009.00	1,954,386.06	58,622.94		
Minor Equipment	12,491.00	14,611.00	(2,120.00)		
Reallocate Incontinent to Care	(125,123.83)	-	(125,123.83)		
Total Environmental Serv	4,003,827.18	3,800,145.50	203,681.68	155,545.98	359,227.66
Recreation					
Manager	79,060.00	68,297.18	10,762.83		
Activity Coordinators	214,393.00	219,004.99	(4,611.99)		
Supplies	11,001.00	30,728.00	(19,727.00)		
Total Recreation	304,454.00	318,030.16	(13,576.16)	-	(13,576.16)
Education					
Education Manager	-	-	-		
Supplies	38,492.00	104,785.39	(66,293.39)		
Total Education	38,492.00	104,785.39	(66,293.39)	50,000.00	(16,293.39)
Pastoral					
Pastor	-	-	-		
Supplies	3,840.00	29,286.00	(25,446.00)		
Total Pastoral	3,840.00	29,286.00	(25,446.00)	-	(25,446.00)
Administration					
CEO Salary	107,833.00	128,509.88	(20,676.88)		
Chief Financial Officer	72,810.00	100,204.43	(27,394.43)		
Accountant	72,810.00	79,650.68	(6,840.67)		
	-	-	-		
Mgr Administrative & Adult Resc	-	-	-		
Executive Assistant	-	48,467.70	(48,467.70)		
Communications & Engagement	-	53,336.98	(53,336.98)		
Administrative Clerks	96,310.00	105,705.00	(9,395.00)		
Supplies	136,494.00	228,416.50	(91,922.50)		
Total Administration	486,257.00	744,291.16	(258,034.16)	308,888.31	50,854.15
Employee Benefits					
Pension Plan	1,192,394.00	1,193,914.77	(1,520.77)		
NT Pension Estimate Acct 6955	-	33,816.85	(33,816.85)		
EI, CPP, WSNB	1,663,194.00	1,577,263.25	85,930.75		
Group Health	295,845.00	313,388.66	(17,543.66)		
Professional Fees - RN & CUPE	9,515.00	-	9,515.00		
Uniforms	39,481.00	37,087.11	2,393.89		
Total Employee Benefits	3,200,429.00	3,155,470.65	35,443.35	-	35,443.35
Capital					
Depreciation	-	510,929.00	(510,929.00)		
Mortgage/Loan Payments	2,606,931.00	2,603,631.00	3,300.00		
Total Capital	2,606,931.00	3,114,560.00	(507,629.00)	300,532.00	(207,097.00)
Estimated vacant Bed day Deduction					(6,000.00)
Estimated Adjustments					
Total Operating Budget:	27,866,863.00	24,017,521.72	(1,155,173.72)	1,151,658.72	#REF!

YCC Budget
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York Care Centre Inc.
 Revenue
 2022-2023

Description	Code	Proposed Budget	
DSD Funding (Original Budget)	5000	22,866,863.00	
COVID Safe Restart Revenue Q1	5891-005	81,446	SD Approved April, May and June 2022 Funding
Add Oct 1 Care Hours increase	5000		G/L 5000 0.2 care hours increase April 1/22 in SD Funding
Expected Non Trans add'l Pension funding			G/L 6955 Adjust this line after we receive SD actual budget
Less Estimated vacant Bed Day reduction	5000-100	(6,000.00)	Budget Vac Bed days in separate G/L account effective April 1/22
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
Amort of Deferred Contributions	7200	300,532	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	56,580	\$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	54,117	2080 hours EU plus benefits
Recoveries - Support Ser - Van Rentals	5861-200	1,500	Est \$125 per month
Recoveries - Support Ser - Cablevision	5863	49,351	\$4,112.62/mth Includes \$0.75 per month fee Increase April 1/22 to \$28.25)
Recoveries - Support Ser - Resident Phones	5864	39,860	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	37,579	Operations Recovery from other YCC Companies
Recoveries - Operations to SH	5863-002	11,341	Operations Recovery from other YCC Companies
Recoveries - Operations to CIRA	5863-004	34,146	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 \$900 Misc Care recovery from other companies
Recoveries - Care Services	5870	30,000	Revenue from Donations to offset Birch Grove Memory Jane Project
Recoveries - Care Services to YDI	5870-001	35,780	
Recoveries - Care Services to SH	5870-002	-	
Recoveries - Care Services to CIRA	5870-004	32,342	Care related recovery from CIRA
Recoveries - CFHI Anti-Psychotic	5871	-	
Recoveries - Research project Genaral	5872	23,092	Daf Contrib from Jean Courtu \$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 Feb2021 X 2 for next year with 3% rebate
Recoveries - General	5890	-	
Recoveries - Administration	5891	24,905	YCP Interest \$3,505 for 2022-23 + \$1,000 Misc; YMI Recovery from YCF \$20,400
Recoveries - Administration to YDI	5891-001	97,021	
Recoveries - Administration to SH	5891-002	18,483	
Recoveries - Administration to ADP	5891-003	3,100	
Recoveries - Administration to CIRA	5891-004	17,814	
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		1,070,212.72	
Total Revenue Net of vacant Bed days		24,012,521.72	

Summary of Revenue by Division:	SD Safe Restar	Total
Administration	277,442	358,888
Care	168,146	168,146
Operations	324,092	324,092
Capital	300,532	300,532
Total	1,070,213	1,151,659

Notes re Revenue Changes:
 Meals on wheels; Index wage portion \$2.10 by 1% and food portion \$4.15 by 3%

YCC Budget
 Page 6

York Care Centre Inc.

Capital

2022-2023

Description	G/L Code	Proposed 2022-2023 Budget	Depreciation Period in Years	Depreciation 2022-2023 (1/2 Year rule)	Depreciation Ongoing
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Capital Purchases Budgeted

Furnishings	2469	\$5,000.00	5	\$500.00	\$1,000.00
Video Surveillance Security system	2469	\$20,000.00	5	\$2,000.00	\$4,000.00
Care Services Equip	2469	\$15,000.00	5	\$1,500.00	\$3,000.00
Commercial Dryer	2469	\$9,000.00	5	\$900.00	\$1,800.00
SSC Facial Reader Terminals	2469				
Other Misc Equipment	2469	19,000.00	5	\$1,900.00	\$3,800.00
Total Equipment > \$2,500		<u>\$68,000.00</u>	5	<u>\$6,800.00</u>	<u>\$13,600.00</u>
Land Improvements - Fire Road Paving	2440	<u>50,000.00</u>	10	<u>\$2,500.00</u>	<u>\$5,000.00</u>
Best Tempering valve Expansion Tank	2468		10	\$0.00	\$0.00
Best Entrance door system	2468		10	\$0.00	\$0.00
Repairs to Parking Lot	2468		10	\$0.00	\$0.00
Other Misc Building Improvements	2468		10	\$0.00	\$0.00
Building Improvements > \$5,000	2468	<u>0.00</u>	10	<u>\$0.00</u>	<u>\$0.00</u>
Computers > \$2,500	2745	<u>\$23,700.00</u>	3	<u>\$3,950.00</u>	<u>\$7,900.00</u>
Total Capital Budget 2022-23		<u>\$141,700.00</u>		<u>\$13,250.00</u>	<u>\$26,500.00</u>
Capital recoveries to be amortized:			10	\$0.00	\$0.00

In addition to above, YCC has \$100,000 worth of roof replacements and would like to upgrade nurse call system Est \$400,000 but that is dependent if funding can be obtained from Social Development to pay for this so no amounts are added to the Capital budget for these items.

YCC Budget Page 7

MEMORANDUM for RECOMMENDATIONS
To Board of Directors of York Care Centre

DATE: September 22, 2022

SOURCE: Chief Financial Officer

SUBJECT: Approval of YCC Pay Increases to address Inversion

RECOMMENDED ACTION:

Moved by Gary Beattie and seconded by Doug Holt that the Board approve a 3% pay increase for five senior management positions (in addition to the COLA increases) to address the issue of salary inversion between the Director of Care and the RNs / Nursing Unit Co-ordinators and to maintain the relative pay differences among these five positions.

BACKGROUND AND CONTENT:

In May 2022, a new collective agreement was signed between the NB Association of Nursing Homes and the New Brunswick Nurses Union. This was retro-active to January 1, 2019 and expires on December 31, 2023. The COLA increases in this agreement are basically 1% every six months but with an additional 4.5% on October 1, 2020. This 4.5% creates a situation where the non-bargaining Director of Care no longer has a reasonable pay rate vis-à-vis the RNs. Previous to the new RN agreement, the DOC was paid 7% more than the RN NUC. Now that has been reduced to 1.9%.

We have reviewed the pay levels of the various senior managers at YCC relative to each other and have also compared them to the non-bargaining pay rates of the Province of New Brunswick. See attached Appendix A. We think that the YCC senior managers are paid low when compared to PNB pay tables. For example, the YCC CFO current pay level of \$96,737 is part way between a Pay Band 6 and a Pay Band 7 in PNB. The Department of Social Development is funding the CFO at less than a Pay Band 4 in PNB. Having worked in PNB, we think the CFO would be closer to a PB 8 than a PB 4 or PB 6 if it was in government.

In a recent ZOOM meeting with the NB Association of Nursing Homes, the pay levels funded for non-bargaining employees in the NB Nursing Homes were discussed. Although no funding increase was provided in the recent 2022-23 budget document received from Dept. of Social Development, it was implied at this meeting that they were being looked at by DSD. Currently the Directors of Care in nursing homes with under than 100 beds are funded less than the RNs that they supervise. Accountants in a nursing home with less than 100 beds are funded lower than a Pay Band 1 and accountants in a nursing home with over 150 beds are funded at lower than a PB4. Therefore, it would seem reasonable that DSD should be increasing the pay levels funded for non-bargaining positions.

We feel it would be reasonable for the DOC to be paid at least 6% more than the RN Nursing Unit Co-ordinators who report to the DOC (See Option 2 on attached Appendix). However, given the financial cost of the increases, we have built into the Proposed 2022-23 YCC Budget, a pay grid which would be 5% higher than the RN NUC (Option 1 on Appendix A).

LEGAL AUTHORITY:

Bylaws and Rules of Order

INTERNAL CONSULTATIONS:

CEO, CFO and VP People & Community Engagement

EXTERNAL COMMUNICATIONS:

None.

FINANCIAL CONSIDERATIONS:

The budget funding provided by the Department of Social Development will allow YCC to add a 3% pay increase for the five employees as noted in Appendix A attached. Because not all employees are at their top steps, the actual cost of implementing this increase for 2022-23 will be approximately \$16,000. Going forward it will cost approximately \$19,500.

RESOURCE PERSONS RESPONSIBLE FOR FOLLOW UP:

Byard Smith

ATTACHMENTS:

Appendix A - Schedule of Pay Levels for YCC Employees Impacted by Inversion

CONTACT:

Byard Smith, CPA, BBA, CMA
Chief Financial Officer

Schedule of Pay Levels for YCC Employees impacted by Inversion.**All pay levels are at Step 5 (top step of pay band)**

Position Title	Funded by SD April 1/22 Annual	STATUS QUO		OPTION 1 - 5% SPREAD		OPTION 2 - 6% SPREAD	
		April 1/22	Oct.1/22	April 1/22	Oct.1/22	April 1/22	Oct.1/22
		Annual 1% COLA No Inversion Adjustment	Annual 1% COLA No Inversion Adjustment	Annual 1% COLA plus 3% Inversion Adjustment	Annual 1% COLA plus 3% Inversion Adjustment	Annual 1% COLA plus 4% Inversion Adjustment	Annual 1% COLA plus 4% Inversion Adjustment
RN - Nursing Unit Co-ordinator (Unionized position)	\$89,869	\$92,756	\$93,666	\$92,756	\$93,666	\$92,756	\$93,666
Director of Aging Care & Lifestyle Living	\$89,869	\$94,505	\$95,448	\$97,404	\$98,378	\$98,303	\$99,286
VP Care Services and Quality	\$95,158	\$103,952	\$105,000	\$107,145	\$108,216	\$108,134	\$109,215
VP People and Community Engagement	\$0	\$96,737	\$97,699	\$99,696	\$100,693	\$100,616	\$101,622
Chief Financial Officer	\$72,448	\$96,737	\$97,699	\$99,696	\$100,693	\$100,616	\$101,622
President and CEO	\$107,296	\$130,261	\$131,564	\$134,252	\$135,595	\$135,491	\$136,846

STATUS QUO reflects the 1% COLA on April 1/22 and 1% on Oct. 1/22 that was approved and funded by Dept. of Social Development.

OPTION 1 reflects the 1% COLA on April 1/22 and 1% on Oct. 1/22 that was approved and funded by Dept. of Social Development, plus a 3% inversion adjustment to give the Director of Care a pay level 5% above the RN Nursing Unit Co-ordinators, and retains the same pay spread between the above five positions as existed prior to the RN contract being signed. Approximate additional cost if all five above employees were at top step is \$19,500 per year.

OPTION 2 reflects the 1% COLA on April 1/22 and 1% on Oct. 1/22 that was approved and funded by Dept. of Social Development, plus a 4% inversion adjustment to give the Director of Care a pay level 6% above the RN Nursing Unit Co-ordinators, and retains the same pay spread between the above five positions as existed prior to the RN contract being signed. Approximate additional cost if all five above employees were at top step would be \$25,700 per year.

Comparable Non-bargaining positions in Province of NB Part I and Part III

At Control Point Maximum	April 1, 2022	Oct. 1, 2022
Pay Band 4	\$74,048	\$74,776
Pay Band 5	\$84,656	\$85,514
Pay Band 6	\$93,678	\$94,614
Pay Band 7	\$102,128	\$103,142
Pay Band 8	\$113,490	\$114,634
Pay Band 9	\$122,044	\$123,266
Pay Band 10	\$131,222	\$132,522
Pay Band 11	\$141,024	\$142,428
Pay Band 12	\$148,070	\$149,552



Report to the Board

President & Chief Executive Officer

For the period: July 1 – September 30, 2022

Prepared By:

Gerri Geldart, President & Chief Executive Officer
Presented on October 3, 2022

1.0 STRATEGIC PLAN AND OPERATIONAL GOALS

1.1 STRATEGIC PLAN – ANNUAL OPERATING GOALS

- The operational goals, metrics and timelines for 22/23 have been established and work is now underway.
- Progress on specific goals is reported at the quarterly board committee meetings and included in the supporting staff reports.
- A full progress report for Quarter 1 is attached to this report. **All objectives that have a Quarter 1 target completion date have been completed.**
- A new performance dashboard is also attached. This is a work in-progress and I look forward to feedback from the board.
- Quarter 2 results will be available at the November board meeting.

Annual Strategic Scorecard		2019 / 2020	2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024
Care Services	Target (goals)	5	3	3	8	
	Avg % Progress	93%	64%	59%	13%	
Resources	Target (goals)	10	4	3	9	
	Avg % Progress	68%	70%	10%	0%	
Environment	Target (goals)	10	2	3	5	
	Avg % Progress	74%	55%	47%	0%	
Partnerships	Target (goals)	7	3	3	8	
	Avg % Progress	100%	67%	42%	13%	
Research	Target (goals)	8	2	3	5	
	Avg % Progress	94%	100%	42%	0%	

Year End Target (# of goals)	40	14	15	35
Goals Achieved	86%	71%	40%	6%
Target for Quarter 1				6%

2.0 CARE SERVICES

2.1 CURRENT PANDEMIC STATUS & HIGHLIGHTS

- Covid continues to be present in our community and in our facility.
- During Quarter 1, 107 residents contracted the virus and 7 of those residents died.
- Staff absenteeism due to COVID was declining over the summer. After a peak in the month of April with 180 shifts missed due to COVID, absenteeism declined with an average of 52 missed shifts per month. However, we saw another peak in August with 85 missed shifts. We are watching the impact of the return to school and the Harvest music festival.
- Following a media request, we reviewed our internal statistics and determined that 46% of our staff have tested positive for COVID at some time during their employment with YCC. Our first positive case (identified) occurred on October 4, 2021 – one year ago.
- Our absenteeism, in general, is at a serious level. Our average (annualized) sick time per FTE is 20 days. Culture, COVID and the stress of working short are factors. Attendance management is a priority for our managers.
- We will soon beginning to administer the new bi-valent vaccine to eligible and consenting residents.
- We have removed the requirement for daily rapid testing for staff. We encourage routine symptom screening given that many infected with COVID experience symptoms for a number of days before testing positive. We continue to provide rapid test kits to our staff and visitors, when requested.

- Only 1 of the 7 unvaccinated employees who were terminated has elected to return to work. The remaining rejected our offer of reinstatement. The grievance has been referred to arbitration. An arbitrator has been appointed. We have been informed by NBANH that the lawyer assigned to our case has resigned. Recruitment for a replacement will occur but this may jeopardize our representation.

2.2 ADULT DAY PROGRAM

- Although not a Q1 accomplishment, I am thrilled to announce that our Adult Day Program officially re-opened in September. Candace Purcell has joined us as the Community Outreach Coordinator, leading the Adult Day Program. We have received formal confirmation of funding for a portion of the program and verbal confirmation of the remaining amount.

2.3 THERAPEUTIC RECREATION AND VOLUNTEERS

- Quarter 1 saw a return of many of our activity programs, although a level of caution continued to ensure that group events did not spark outbreaks.
- Our volunteer programs have resumed, although we lost many of our former volunteers over the course of the pandemic. The team is now rebuilding and introducing new volunteers to our organization.
- The Junior Volunteer Program was re-introduced this summer.
- Our Resident Council and Family Advisory Councils are now active again.

2.4 NURSING HOME INSPECTION

- We received the report of our annual Nursing Home Inspection from the Department of Social Development (DSD) on June 9, 2022. The inspection resulted in 16 infractions. Over the summer, our team, led by Jamie Roy, prepared an Action Plan Response which were submitted to DSD in July. DSD responded in early August accepting our action plan.
- We have one remaining area of non-compliance which has not been rectified due to the ongoing shortage of staff. [Reg.85-187 s.18(c)] "In addition to the registered nurse referred to in Reg.85-187 s. 18(a), care staff is in attendance at all times in appropriate ratios. "
- Recruitment efforts have improved our care compliance but not enough to resolve this infraction. During the last reporting period (July-Aug), we were short 59.8 care hours per day with our most significant gaps in RN and RA coverage.

2.5 KNOWLEDGE EXCHANGE WITH DENMARK

- The New Brunswick Continuing Care Safety Association has organized a Knowledge Exchange trip to Denmark in October with the aim to learn more about a specific technology (Vendlet) – a patient turning aid that allows for gentle turning or repositioning of a patient or client in bed, while not straining staff. The patient turning system even makes it possible for some patients to turn themselves, increasing independence and dignity. York Care Centre has accepted an offer to trial the technology once it has been cleared for use in Canada. Jamie Roy, Justine Henry and I will be travelling to Denmark in October as part of the delegation. UNB Kinesiology researchers will also join the group as they will be researching the impact of the technology on worker safety. We have received partial funding (\$4500) from the NB Health Research Foundation.

3.0 PEOPLE AND CULTURE

3.1 RECRUITMENT

- During Q1 we hired 29 new staff members. In addition, 4 current staff members changed classification following successful completion of RN or LPN education.
- Recruitment efforts have been offset by the loss of 3 employees who retired and 13 who resigned.
- Recruitment efforts are ongoing through web-based ads, social media ads and participation in provincial recruitment programs. We have offered employment to 2 IENs but we are finding the processes for credentialing and immigration to be very time-consuming.

3.2 UNEXPECTED RESIGNATIONS

- Several of our Resident Attendant staff have been admitted to the NBCC LPN Program. This is great career progression for these individuals and we always hope that they will continue to work for York Care Centre during their program as RAs and after as LPNs. We were caught off-guard when 6 of our staff suddenly resigned their employment in late August rather than remaining as casual employees. These individuals have been successful in receiving funding through the Training and Skills Development Program (Post Secondary Training and Development) and a condition of their funding is that they not be employed. We are advocating for a change in this policy, particularly in our labour challenged sector. We have not yet been successful, yet we are hearing of isolated cases where this condition has been removed from the individuals case file.

3.3 STAFF RECOGNITION

- Quarter 1 events included the Care Services Week and Administrative Professionals Day recognition, staff appreciation summer BBQ, the retirement celebration and the long service award presentations.
- Plans are underway for an in-person staff Christmas party...the first in years.

3.4 STAFF BURSARIES

- Three bursaries were awarded – two funded by the York Care Foundation and the third by York Care Centre.

3.5 EMPLOYEE ENGAGEMENT

- The Senior Leadership Team are beginning work on an Employee Engagement Framework which we hope to present in November.

4.0 FACILITIES AND INFRASTRUCTURE

4.1 NEW DIRECTOR, FACILITIES AND INFRASTRUCTURE

- Michel Boyer, the former Manager, Support Services, was promoted to the position of Director of Facilities and Infrastructure. Faye Webb, a former YCC manager, returned to fill the Support Services Manager position during the recruitment period. It was wonderful to have such an experienced manager return to the family over the summer period. Tommy Chapman, a cook in our Dietary department, has been promoted to the Manager position and will assume these duties in October.

4.2 SIDEWALK AND PAVING PROJECTS

- The sidewalk and fire road paving projects were completed over the summer. Other than a small problem with the installation of the bus stop which is currently being addressed by the City of Fredericton, these projects moved along quickly and efficiently. Both have been received positively by our residents, families and our staff.

4.3 ROOFING REPAIRS

- There is an urgent need to have the Dixon flat roof section repaired to address frequent leaks. Two companies responded to a call for quotation. The results were concerning in that the amounts were quite different and both had provisions additional charges for unexpected findings. We consulted with DSD and following their recommendation, we engaged a roofing consultant to inspect our roof and prepare a plan. This report was funded by DSD. This project is expected to cost in the range of \$225,000 - \$250,000. We are hoping to secure an appointment with DSD to discuss next steps and will be advocating for funding to repair the roof before winter.

5 OTHER ITEMS

5.1 FUNDING

- We have received confirmation that we will receive funding for the National Day of Mourning for Queen Elizabeth II as well as the Truth and Reconciliation Statutory Holiday.
- We responded to a call from the NBANH for resident care equipment needs. NBANH will be presenting the list of requirements to DSD having been informed of potential funding.

5.2 BUSINESS FREDERICTON NORTH

- With the financial support of BFN, we were able to provide three outdoor summer concerts; each one attracting more participants than the last. The final event with Mike Bravner as Elvis was “the best one yet”, in the words of one of our residents. We are blessed to have the support of Business Fredericton North. We are equally blessed to have a Maintenance team who were able to set-up and tear-down the equipment in the blink of an eye. We were also blessed with incredible weather.

5.3 MEMORY LANE RECOGNITION

- A date has been set for Donor Recognition for the Memory Lane Project. The event will be held on Tuesday, October 25 from 6 – 7PM. Invitations will be sent next week, inviting donors on behalf of the Boards of Directors of both YCC and YCF.

5.4 CENTRE FOR INNOVATION AND RESEARCH IN AGING

- The CIRA Symposium is shaping up to be a successful event. Event sponsorship now exceeds \$15,000. Registrations are coming in and the final agenda is set to be released this week. The CIRA team are awesome organizers!

5.5 BY-LAWS

- After several email exchanges regarding the need to amend our bylaws to include wording which exists in the regulations regarding board composition, we have received the final word from the Department of Social Development. We will make the requested changes and bring these revisions through the Governance and Audit Committee in November.

5.6 DEPARTMENT OF SOCIAL DEVELOPMENT

- The new admission procedure has been introduced in a pilot location (Saint John). We expect a province wide introduction before the year end. Recent communication from the department regarding the new process is attached for your information.
- Long Term Care Reform – The Department of Social Development has launched a process to establish a new long term care act. Consultations are underway and just today, I received an invitation to participate in a virtual session on October 5th.

5.7 EXECUTIVE ASSISTANT AND BOARD COORDINATOR

- Caroline Marygold resigned in early September, returning to school to study Massage Therapy. We congratulate Caroline and thank her for time with York Care Centre.
- I am very happy to announce that we have been able to recruit Susan Dickie who joined us on September 15th. Susan comes to the organization with many years of Executive Assistant experience in health care. Susan and I have worked together at different times during our careers and I am thrilled to be working with her again. Please welcome Susan to the organization.

Respectfully Submitted
Geri Geldart
September 28, 2022

Attachments:

1. Quarter 1 Operating Plan Progress Report
2. Quarter 1 YCC Performance Dashboard



Operating Plan 2022-23

Q1 Status Report



Pillar 1: Care to the Aging Population, Residents & Clients

YCC provides services to the residents living in our long-term care facility, those living in our independent apartments and supportive housing units, and other persons living in our catchment area. Within the range of services currently available, the Board of Directors is committed to continuing and enhancing its services to meet the changing demographics of YCC and its community.

Key Results			
A. Improved resident / client quality of life B. Improve resident / client and family satisfaction C. Increase participation in outreach programs D. Ensure residents / client are satisfied with programs and services E. Met or exceed standards, licensing requirements and key performance indicators. F. Increase the number of activities available.			
Strategic Goal	Operational Goal	Metric	Progress
1. To provide exceptional, person and family centred care and services through evidenced- based delivery models	a. Improvements in Dietary services to include meal quality, menu options, efficiency and reduce food waste. (Boyer/Roy) b. To create and implement Bedside Audits to measure quality of care for residents (Roy) c. To establish a “Cautious Re-opening Plan” respectful of Public Health Guidelines which increases the number of in-person events and activities while managing outbreak risk and resident safety. (Roy) d. Participate in NBCCSA product trial of “Vendlet” Resident Positioning technology (Roy/Henry) e. Review Senior’s Advocate report to determine if YCC policy changes are required (Geldart/Roy)	<ul style="list-style-type: none"> Review of current practices and taste testing by September 30, 2022. Improvements implemented by Mar 31st. To achieve 90% on the audits on all units by March 31, 2023. Plan to be developed by June 1st which will address visitation, volunteers, activity program, use of Friendship Centre, Dave’s Café, Family Advisory Council, etc. Product trial to be initiated in 2023. Recommendations to be presented to Care Services Committee by Oct 2022. 	Not started – personnel changes underway. Not started. COMPLETE - Plan developed and implemented. On Track – participating in planning sessions with NBCCSA On Track
2. To develop and implement a community outreach program	a. Re-open & rebuild Adult Day Program (Roy)	<ul style="list-style-type: none"> To have program operational by July 31st, 2022 at 60% capacity & 90% capacity by Dec 31st, 2022 	DSD \$ approval delayed. Start date modified to Sept 2022
3. To enhance resident/client focused activity programs	a. Re-build the entertainment program (Roy) b. Re-build the recreation programs (Roy)	<ul style="list-style-type: none"> Increase by 2 entertainers by Oct 31st Re-instate the following programs by Dec 31st - Hymn Sing, Art Therapy, Men’s program, Outings, Drum Fit 	On Track On Track

Pillar 2: Resources – People, Financial, Technological

For YCC to be a Centre of Excellence, it is essential that continued attention be given to our resources which include human, financial and technological resources.

Key Results			
A. Satisfied workforce through wellness and a safe workplace. B. Improve staffing processes to enhance overall care; more time with residents / clients. C. Responsible fiscal management with a focus on continuous quality improvement. D. Enhance training to staff, clarify roles and ensure adequate supervision across YCC.			
Strategic Goal	Operational Goal	Metric	Progress
1. To improve resident / client outcomes through efficient use of current funding model and resources	a. Modify staffing schedules to ensure care hour targets are achieved for each occupational group. (SLT) b. Reduce the number of “dropped shifts” through an analysis of root causes and the implementation of a targeted improvement plan (Kenny / Roy) c. Recruit at least one IEN in partnership with the Provincial IEN Recruitment strategy (Kenny)	<ul style="list-style-type: none"> 97-100% total care hour compliance 20% reduction in “all-cause” dropped shifts by Oct 31 and sustained through 2022/23. IEN Recruitment – 1 in 2022/23. 	Increased by 3.7% since April 1. Now at 85.8% Rotation review complete. Analysis complete. Baseline established. Focus will be on attendance management 3 offers made. 1 accepted. Partner with GNB IEN recruitment initiative.
2. To enhance staffing experience and improve retention.	a. Redesign & enhance performance appraisal process (Kenny)	<ul style="list-style-type: none"> By March 2023, process review completed and implemented. 	Not started
	b. Review and enhance “All the Right Moves” training to care services personnel and establish an audit plan – dependent on availability of educational modules from NBCCSA (Kenny/Roy/Boyer)	<ul style="list-style-type: none"> Date of completion is tentative due to dependency on NBCCSA Reduced worksafe claims 	Not started
	c. Redesign and enhance orientation program (Kenny)	<ul style="list-style-type: none"> By Dec 2022, have checklist developed, peer support and personnel trained. Reduce resignations within one year of hire. 	In Progress: Providing employees with advance access to itacit modules. Conducting follow-up with new hires following orientation to identify issues / concerns.
	d. Test and evaluate flexible work model(s) in CIRA and administrative departments (<ul style="list-style-type: none"> Complete evaluation by Dec 31, 2022. 	<ul style="list-style-type: none"> On track. Trials underway
3. To develop a process on quality improvement.	a. Formalize role and activities within the SQLI framework / program (Roy / Geldart) b. Establish a KPI framework for resident quality of care/life and quality of worklife. (SLT)	<ul style="list-style-type: none"> By Dec 2022, a structured QI program will be developed, describing objectives, KPIs, initiatives and reporting. 	<ul style="list-style-type: none"> On track Orientation calls held with SQLI

Pillar 3: Environment – Building, Grounds and Equipment.

The internal and external environments are essential to ensure the well-being of our residents and ensure that staff and volunteers are functioning within a supportive and safe environment.

Key Results			
A. Continuous improvements in the internal and external surroundings. B. Positive feedback from residents, clients and families regarding our efforts to maintain our infrastructure in a “near new” state. C. Positive feedback from residents, clients and families articulating our ability to create a “home-like” atmosphere. D. Number of incidents are reduced/eliminated			
Strategic Goal	Operational Goal	Metric	Progress
1. To maintain the internal / external surroundings of all our residential facilities at a “near new” state.	a. Develop and implement an organizational-wide program based on Reduce, Reuse, Recycle. (Boyer)	<ul style="list-style-type: none"> Identify areas of concern along with action plans by December 31st. Implement 50% of plans by March 31st. 	Not started
2. To ensure a safe and secure environment for residents, clients and staff.	a. Develop a walkway around YCC facility.(Boyer)	<ul style="list-style-type: none"> Work with City of Fredericton to have a sidewalk installed on the YCC side of Sunset Drive with 60% completion by Nov 2022. 	Concrete for sidewalk has been completed. Landscaping to follow.
	b. Paving of Fire Road. (Boyer)	<ul style="list-style-type: none"> Completion by Oct 31, 2022 	COMPLETE
	c. Update the Disaster and Emergency Response Plan (Boyer)	<ul style="list-style-type: none"> Completion by Sept 30, 2022 	IN PROGRESS Edits underway. Resuming the Disaster and Emergency Response Committee.
3. To implement initiatives that support or enhance options for senior’s living	Wetland Project Plan now in abeyance New options will be reviewed as part of Strategic Plan Refresh in Sept 2022		

Pillar 4: Partnerships – Strategic Alliances, Public Relations, Communications

To maintain and improve the services being provided both within the YCC facilities and within our catchment area, it is imperative that strong partnerships be established with out residents, staff, volunteers, health professionals, families, government and non-government agencies, and the community as a whole. Our partnership with the York Care Foundation is essential not only to increase the visibility of YCC but also to ensure that the Foundation can assist with financial and operational requirements.

Key Results			
A. Increase volume and effectiveness of partnerships. B. Increase in number of volunteers, volunteer hours and programs. C. Residents, clients and families needs and preferences are met through partnerships. D. Improve communication with all stakeholders and partners. E. Increase marketing initiatives that promote YCCs profile in the community.			
Strategic Goal	Operational Goal	Metric	Progress
1. To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).	a. Support YCF to develop a capital campaign focused on a specific project (community tub room, resident “home doors”) (Geldart) b. Establish a formal communication plan for YCC, including internal and external audiences. (Geldart) c. Establish a marketing plan for the Adult Day Program to support recruitment target. (Kenny/Roy) d. Complete the Memory Lane project and hold recognition event (Roy/Boyer) e. Conduct a review / refresh of the YCC Strategic Plan	<ul style="list-style-type: none"> List of potential projects developed before Oct 31, 2022 Communication plan developed and approved by Dec 31, 2022 Marketing plan developed by June 15th. Date to be determined. Completed by Feb 2023 	<ul style="list-style-type: none"> In progress Not started Plan developed. Implemented delayed pending funding approval In Progress Not started
2. To increase YCCs leadership position in the community by improving the level and the volume of effective partnerships.	a. CEO to make connections with key community and government leaders to prepare for Strategic Plan refresh – objective to identify opportunity for partnerships. (Geldart)	<ul style="list-style-type: none"> Complete by Sept 15, 2022 	<ul style="list-style-type: none"> In Progress – slightly behind.
3. To increase volunteer participation.	a. To review the registered volunteer list and re-build the program. (Roy) b. Restart the Junior Volunteer Program (Roy)	<ul style="list-style-type: none"> Increase recruitment by 10% by Sept 30& 20% by Dec 31 10 JV’s actively participating by August 2022. 	<ul style="list-style-type: none"> In Progress JV enrollment underway.

Pillar 5: Research – Innovation, Health Promotion, Knowledge Transfer

YCC wants to build a self-sustaining research centre that will focus on improving care, delivering services through a person-centered approach, and to implement evidence based best practices to the betterment of YCC clients.

Key Results			
<p>A. Improved quality of life for residents, clients, families and staff.</p> <p>B. Situated at the forefront of health and aging research and recognized as a reputable research organization.</p> <p>C. Increase level of quality research projects, partnerships and collaborations.</p> <p>D. Increase amounts of monetary support from granting agencies, governments, communities and foundations.</p>			
Strategic Goal	Operational Goal	Metric	Progress
1. To increase involvement in research activities that focus on promoting and improving the social, emotional and physical well-being of seniors.	a. Apply for three funding opportunities to advance research initiatives and support the on-going employment of research staff. (Henry)	<ul style="list-style-type: none"> Three funding applications submitted before March 31, 2023 	<p>On Track</p> <p>Primary applicant on “Age-Well at Home – Scaling up for Seniors” Funding to support 2 FT staff (only one application per organization permitted)</p> <p>Partner applicant on a CF grant with Dr. Sandra Magalhaes.</p> <p>Partner applicant on “Age-Well at Home – Scaling up for Seniors” with Dr. Mark Chignell.</p>
	b. Develop a “CIRA Research Portal” to accompany the York Care Centre Family Portal to increase visibility, accessibility, and participation in research initiatives.(Henry)	<ul style="list-style-type: none"> CIRA Research Portal fully implemented by October 31, 2022 	<p>On Track</p> <p>CIRA page placeholder created. CIRA has access to the WordPress account. Design and content being developed.</p>
2. To foster relationships with researchers, stakeholders and members of the community.	a. Host a one-day research symposium open to stakeholders, researchers and community members. (Henry)	<ul style="list-style-type: none"> Research symposium successfully held by November 30, 2022 	<p>On Track</p> <p>\$7700 raised. Partnering with UNB, MEKTU,</p>
3. To promote and support the translation and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.	a. Develop a subscriber newsletter to promote research initiatives and support the dissemination of research findings to stakeholders, collaborators, and community members. (Henry)	<ul style="list-style-type: none"> Newsletter 1st edition drafted by July 2022; first distribution on September 1, 2022. 	<p>On Track</p> <p>First edition drafted.</p>
	b. Explore research-based models for the sustainability of the organization and funding sources for the commercialization of current research technologies (Henry)		<p>In Progress: Ongoing discussions with CANHealth Network. Awaiting new contract for review.</p>

- Top 3 Ranking
- Middle 4 Ranking
- Bottom 5 Ranking
- ↑ Performance Improving
- ↓ Performance Declining
- ↔ Performance Staying about the Same

Quality of Life - Resident Survey

	2019	2021	Rank	Progress
Personal Control (max 25)	15.1	17.0	●	↑
Staff Responsiveness (max 25)	17.0	18.5	●	↑
Social Life (max 30)	14.5	14.0	●	↓
Food (max 9)	5.1	5.0	●	↓
Caring Staff (max 14)	8.7	8.8	●	↑

Family Survey - International

	SQLI	YCC	Comparison
Family Survey - Trust the staff (SQLI comparator)	85.2	90.4	●
Family survey - Average Score - (SQLI comparator)	80.1	82.6	●

Quality of Care

	Q4 21/22	Q1 22/23	Target	Progress
Antipsychotics without Dx of psychosis (%)	18	23	TBD	↓
Residents with Pain (% of residents)	10	6	TBD	↑
Residents with Worsened Pain	13	16	TBD	↓
Behavioral Symptoms Improved	2	8	TBD	↑
Behavioral Symptoms Worsened	12	9	TBD	↑
Symptoms of Depression Worsened	25	14	TBD	↑
Falls in last 30 days (% of residents)	19	20	TBD	↓
Falls with injury in 1st 30 days (% of residents)	NA	NA	TBD	↔
Respiratory Infections (%)	14	15	TBD	↓
New Pressure Ulcer	4	3	TBD	↑
Pressure Ulcer Worsened	4	3	TBD	↑
Physical Restraints (%)	14	12	TBD	↑
Hospitalizations (%)	3	3	TBD	↔
COVID - Days on Outbreak Status	8	178	0	↓
COVID - % Residents Fully Vaccinated	99	91	98	↓

Dashboard Updated on 24 September, 2022 by Geri Geldart

Resident & Family Survey - YCC

	2021	2022	
Resident Overall Rating (% scoring 3 or greater)	98.0	0.0	↓
Resident - Enjoy Meal Times	82.8	0.0	↓
Resident - Meaningful Activities	66.3	0.0	↓
Family Overall Rating (% scoring 3 or greater)	96.8	0.0	↓

Quality of Worklife

	2021	2022	Progress
Corporate Communication (Max 5)	3.7	0.0	↓
Team Work (Max 5)	3.2	0.0	↓
Recognition (Max 5)	3.1	0.0	↓
Learning (Max 5)	3.3	0.0	↓
Valued (Max 5)	3.2	0.0	↓
Overall Rating (Max 5)	3.6	0.0	↓

Human Resource Indicators

	Prior	Current	Progress
Care hrs short per day comp to previous quarter	95	110	↓
RN hrs actual to standard (%) in quarter comp to pre	80%	76%	↓
Retention Rate YTD comp to prev year	0%	83%	↑
Vacancy Rate current comp to prev year	0%	0%	↔
Resignations within first year	0	6	↓
Sick Time/FTE in quarter comp same period LY	4	5	↓
Overtime % of Pd Hrs in quarter comp to same peric	4	4	↓

Financial & Support Indicators

	Q1 21/22	Q1 22/23
YCC YTD Expense Budget to Act Variance	\$ 68,245	\$ 157,779
YCC YTD Net Surplus(Deficit)	\$ 109,842	\$ 178,432
YCF YTD Surpl Var to Bud (July) comp to prior mon	\$ 713	\$ 6,141
YTD Vacant Bed Day Penalty	\$ -	\$ 67,500
YTD Food Cost per Resident Day	\$ -	\$ 9.80
Recyclables diverted from landfill (Kgs)	-	102

Operating Plan

	Q1	Q2	Q1 Target	Progress
% Objectives achieved	6%		6%	
% Objectives Falling Behind	0%		0%	



Report from the YCF Board Chair to the YCC Board of Directors

September 28, 2022

1. Annual General Meeting

- Our AGM was held on June 15th, 2022.

2. New Members

- We are pleased to welcome one new member to the board – Maggie McCarthy. Unfortunately we are losing Rachel Brown and we thank her for her service to our board.

3. Financials

- The YCF had approved an annual budget for 2022 with projected net income of \$26,267
- As of August 31, 2022 - (Total Revenue - \$62,260, Total Event Expense - \$23,029 and Total Admin Expense - \$18,256 resulting in Net Income YTD - \$20,975). We expect to meet our target.

4. Judy Yeamans' Scholarship

- Three scholarships were awarded during the summer. Two were recipients of the Judy Yeamans Scholarship Fund, while the third was funded by York Care Centre.
- The recipients are:
 - Justine Henry – currently our Executive Director of CIRA beginning her PhD studies.
 - Merlinda Brophy – currently a Resident Attendant entering the LPN program.
 - Megan Roberts – currently a Dietary Attendant enrolled in the RN program at UNB.

5. Memory Lane Campaign

- A formal recognition of the donors to the Memory Lane Campaign will be held on Oct 26, 2022. Invitations will be distributed in early October. \$56,258 was raised for the important project.

6. Signature Fundraising Events

- The 2022 *Golf Fore Care* event, held in June 2002, generated \$32,710 in revenue and Net Income of \$16,404, slightly less than planned. The 2023 tournament has been booked for June 8th and will return to West Hills Golf Club.
- The *Laugh for Care* event will be held on Friday, November 18th at the Fredericton Inn. Ticket sales begin on October 3, 2023. Our target net income for this event is \$10,600.

7. Play\$2Care and Staff Lottery

- These fundraising tools do not generate large revenues, but there is consistent participation. Net income Aug YTD is \$2865 for the staff lottery and \$1480 for the Play to Care – both running slightly ahead of plan. There is potential to boost the marketing of the Play to Care Lottery. A marketing plan will be developed.

8. Bingo is Coming Back!

- The very popular Bingo program will be beginning on October 6th! Residents and Volunteers are very excited. Please join us.

9. Holiday Wreath Sales

- We will be holding our holiday wreath sale again Stay tuned for further details.

10. Selection of Major Project(s)

- We are now in a position to identify a major focus / project for our Foundation. The board received a preliminary list of projects from the senior leadership team. We expect to finalize our position in October / November.
- To support this project we plan to establish an Annual Giving strategy.

Respectfully Submitted
Hector Losier, Chair
York Care Foundation.