



Board of Directors AGENDA

**Monday November 28, 2022 @ 5:30pm
York Care Centre Board Room**

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: October 3 rd , 2022*	
4.0	Business Arising	
5.0	Committee Reports	
5.1	Research & Ethics Committee	Geri Geldart for Keith McAlpine
	5.1.1 Q2 Research & Ethics Committee Report of Committee Chair	
5.2	Care Services Committee	Marjorie Belzile
	5.2.1 Q2 Care Services Report of Committee Chair	
	5.2.2 Vendlet Product Video	
5.3	Finance & Administration	Pierre LeBlanc
	5.3.1 Q2 Finance & Administration Report of Committee Chair*	
	5.3.2 Unaudited Financial Statements, August & September 30, 2022*	
	5.3.3 YDI Mortgage Renewal*	
	5.3.4 Increasing Capital thresholds for YCC*	
5.4	Governance & Audit Committee	Gary Beattie
	5.4.1 Q2 Governance & Audit Report of Committee Chair	
	5.4.2 By-Laws – approval*	Geri Geldart
	5.4.3 Corporate Policies – Approval *	Geri Geldart
	5.4.3.1 Policy Review: Gov-B-105 – Board committee principles	
	5.4.3.2 Policy Review: Gov-C-125 – Chairpersons' role	
	5.4.3.3 Policy Review: Gov-C-127 – Conflict of interest	
	5.4.3.4 Policy Review: Gov-C-130 – Cost of Governance	
	5.4.3.5 Policy Review: Gov-C-135 – Communication to Government	
	5.4.4 Committee Terms of Reference – Approval*	Gary Beattie
	5.4.4.1 Research & Ethics Committee	
	5.4.4.2 Care Services Committee	
	5.4.4.3 Governance & Audit Committee	
	5.4.4.5 Finance & Administration Committee	

6.0 New Business

6.1 Report from the President & CEO* Geri Geldart
Operational Goals Q1 Progress Report 2022 2023*
YCC Performance Dashboard*

6.2 Home support services in independent housing*

6.3 Report from the York Care Foundation Board Chair* Hector Losier

7.0 Date of Next Meeting: - February 13, 2023

- Denotes attachment



**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive, Fredericton NB,
Meeting On October 3, 2022**

Present: Lyne St-Pierre-Ellis, Marjorie Belzile, Gary Beattie, Tracy Burkhardt, Keith McAlpine, Andrea Seymour, Wayne Snowdon, Doug Holt, Pierre LeBlanc, Brenda Bosse, Geri Geldart(non-voting), Hector Losier (non-voting)

Virtual: Trina MacDonald, Marilyn Born, Martin Ferguson

Staff: Byard Smith (Item 5.3)

1. Call to Order & Introductions

The Chair, Ms. St-Pierre-Ellis called the meeting to order at approximately 7:18 pm.

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: June 20, 2022

It was moved by B. Bosse and seconded by M. Born that the Minutes of June 20, 2022 be approved as presented by the Board. All in favor.

Motion carried

4. Business Arsing

Nil.

5.0 Committee Reports

5.1 Research & Ethics Committee

5.1.1 Q1 Report of Committee Chair

Mr. McAlpine, presented the Q1 Research and Ethics Report highlighting, that an upcoming Aging Symposium will be held at the Fredericton Convention Centre on November 15th, this event is open to anyone who is interested and would like to attend. The symposium has attracted approximately \$16,000 in sponsorship and \$1200 in exhibit booth fees. CIRA is facilitating the annual Lieutenant Governor's Excellence in Aging Awards which will be presented during the symposium. Mr. McAlpine reported three research projects (Genie, PassiveAware and CanImmunize) have been extended until the end of June 2023.

Progress on the operational goals are on track for Q1.

5.1.2 CAN Health

G. Geldart provided an overview of a potential partnership opportunity with CANHealth Network, a national network comprised of leading Canadian healthcare organizations and companies. 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. The program and process was described. Within the Atlantic network, current participants include Shannex, Medavie, Horizon Health Network, Vitalite Health Network, Eastern Health, Nova Scotia Health and IWK Health. Joining the network provides York Care Centre with the opportunity to broaden its profile as a Centre for Innovation and Research and to benefit financially from the procurement advantages provided through the CANHealth Network. The only cost is staff time for participation in Network meetings.

York Care Centre has expressed an interest in joining the network and they have recently been invited to join. Participation is aligned with the Research pillar of our strategic plan. A recommendation has come forward from the Research & Ethics Committee to endorse York Care Centre joining the CANHealth Network.

Motion:

It was moved by K. McAlpine, seconded by M. Belzile that;

The Board of Directors endorse York Care Centre participation with CANHealth Network.

All in Favor.

Motion carried.

5.2 Care Services Committee

5.2.1 Q1 Report of Committee Chair

Ms. Belzile presented the Q1 Care Service Report highlighting, the first months of the quarter were challenging due to Covid affecting staff and residents. In the month of June there were 189 residents who received their covid vaccine. She noted there were 26 admissions and 26 discharges. Hawkins House had one Covid outbreak, with 15 tenants affected. Ms. Belzile reported the Memory Lane project is complete with a recognition event planned for November 1st. Both Boards will be invited to this event.

Ms. Belzile reviewed the key performance indicators and noted that new indicators were added this quarter.

5.2.2 Seniors' Advocate Report

At the recent Care Services Committee, G. Geldart provided an overview of the Seniors' Advocate Report with implications for York Care Centre identified. Although YCC and the Board takes these recommendations seriously, and support many of the recommendations, there is a small number of recommendations that should be re-examined, including the nursing home inspection process, complaint process and the resources required to implement the recommendations. Upon the recommendation of the Care Services Committee these items will be communicated to the NB Seniors Advocate, the Minister of Social Development and the NB Nursing Home Association.

Motion:

It was moved by D. Holt, seconded by M. Belzile that; The Board of Directors of York Care Center formally respond to the Department of Social Development, NB Senior Advocate , the NB Nursing Home Association and to the Minister of Health regarding York Care Centre responses to the NB Senior Advocate Investigative review. All in favor.

Motion carried.

5.3 Finance & Administration Committee

5.3.1 Q1 Finance & Administration Report of Committee Chair

Mr. LeBlanc presented the Chair's summary report, highlighting the Financial statements for April, May, June and July, 2022.

- York Care Centre has a cash balance of \$1,132,400, payables \$3,276,500 and a surplus of \$275,500
- York Developments – cash balance \$192,000, payables \$109,000 and a surplus of \$11,200.
- CIRA – cash balance, payables \$655,200 and surplus \$11,000
- York County Property – Cash balance \$2,402,000, payables \$4,042,500 and surplus \$279, 700
- Mr. LeBlanc noted there is no significant variations from budgeted revenues and expenditures.

5.3.2 Unaudited Financial Statements April – July 2022

Mr. Smith presented the financial statements for April, May, June and July 2022

Motion:

It was moved by P. LeBlanc, seconded by D. Holt that; the YCC Board of Directors approve the Unaudited Financial Statement for April, May, June and July 2022 as presented.

All in favor.

Motion carried

5.3.3 Revised York Care Centre Budget 2022 – 2023

The revised YCC budget was circulated in the meeting package. Mr. Smith reported the revisions were due to budget amendments included now in the proposal and are allocated across the facility. The proposed budget is currently \$24,012,522 and is reflecting a balanced budget.

Motion:

It was moved by P. LeBlanc, seconded by D. Holt that; the YCC Board of Directors approve the proposed budget for 2022 2023 as presented.

All in favor.

Motion carried.

5.3.4 Recommendation – Salary Adjustment for Senior Management

Mr. Smith presented a recommendation from the Finance and Administration Committee outlining the pay levels of various senior managers at YCC who are paid lower compared to other non bargaining pay rates for the

province of NB. A detailed summary highlighting the rationale was provided in the meeting package. The budget funding provided by the Department of Social Development will allow YCC to add a 3% pay increase for five senior management employees. Because not all employees are at their top steps, the actual cost of implementing this increase for 2022-23 will be approximately \$16,000.

The committee moved to in-camera session at 8:10 pm for discussion.

Regular session resumed at 8:20 pm.

The Chair welcomed the return of staff and announced the board has approved a 4% increase for five senior management at York Care Centre.

Motion:

It was moved by W. Snowdon, seconded by G. Beattie that:

The Board approve a 4% 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 Coordinators and to maintain the relative pay differences among these five positions. All in favor.

Motion carried.

The Board will send a letter to Social Development with a copy to the Nursing Home Association to communicate the pay scale in-equity between senior management and non bargaining employees as well as the discrepancy between provincial employee salaries and Nursing Home salaries.

5.3.5 Recommendation – Loan Extension – 2 Mortgages with Industrial Alliance

At the Finance and Administration committee meeting a recommendation came forward to approve an extension of a 3 month loan with Industrial Alliance that matures on October 1, 2022 at the annual rate of 4.75%. YCC is currently looking for a mortgage holder and the budget assumes we will be holding the mortgage at the current rate.

Given the time sensitivity of this motion, the voting on the recommendation was done by email.

Ratification of Motion:

It was moved by P. LeBlanc, seconded by W. Snowdon that:

The Board of Directors approve the three-month extension for two loans valued at \$1,254,424.21 with Industrial Alliance and Financial Services Inc. that mature on October 1, 2022 at an annual rate of 4.75%. All in favor.

Motion carried.

5.4 Governance & Audit Committee

5.4.1 Q1 Governance and Audit Report

Mr. Beattie presented the report of the Governance and Audit Committee who met on September 29, 2022. The committee received and reviewed the nursing home inspection report. Ms. Geldart provided an update to the by-laws and reported further revisions are required to include wording which exists in the regulations regarding board

composition. The revisions will be completed and be brought forward through the Governance and Audit committee in November. Mr. Beattie asked for board members to submit topics of interest for board education sessions. Mr. Beattie announced the community summer concerts were a success for the York Care Centre with a high attendance rate of community members and residents. Business Fredericton North is also being contacted to discuss opportunities to interest the residents.

Mr. Beattie reported an application for a community board member has been received and recommended approval by the committee. Ms Kelly Clark's curriculum vitae was reviewed by the committee and has shown to have the expertise and interest that would benefit the Care Services Committee. Due to scheduling conflicts Ms. Clark would be available in January 2023.

Motion: It was moved by G. Beattie, seconded by M. Born that: Kelly Clark be approved as a Community Board member on the Care Services Committee effective January 1, 2023. All in favor

Motion carried.

6.0 New Business

6.1 Report from the President & CEO

Geri Geldart provided a written report to the Board, which included a progression report on the operational goals. All objectives that have a quarter 1 target completion date have been achieved.

6.2 Executive Committee Update

No report. This committee has not met.

6.3 Report from the YCF Board Chair

Hector Losier provided a written report which outlined that York Care Foundation has approved its annual budget for 2022 with a 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 - \$20,975). Mr. Losier highlighted the upcoming events such as the popular Bingo night is returning and the Memory Lane donor recognition event being held on November 1st.

7.0 Date of next meeting

The next regular scheduled board meeting will be held on November 28, 2022.

The meeting was adjourned at 9:00 pm on a motion by Mr. W. Snowdon.

Lyne St-Pierre-Ellis, Chair

Susan Dickie, Board Coordinator

**Finance Committee Chair's Summary Report to Board of Directors
Period ending September 30, 2022**

- The Finance Committee met on November 21, 2022
- Reviewed the September 30, 2022 quarterly reports and the August 31 and September 30, 2022 monthly financial statements.
- Recommended that the financial statements for the periods ended August 31 and September 30, 2022 be presented to the Board of Directors for approval.
- Recommended to the Board of Directors that the YCC capital threshold for both equipment and building repairs be increased to \$10,000 from the current \$2,500 and \$5,000, retroactive to April 1, 2022.
- Recommended to the Board of Directors to renew the mortgage on the Supportive Housing Building at 116 Sunset Drive with TD Commercial Banking, authorize the President and CEO make the decision as to the length of the mortgage term and the interest rate at the time the mortgage is renewed, approve opening a bank account with TD bank from which the mortgage payments can be withdrawn, and approve paying off the balance of the YCP mortgage of about \$24,200 on December 1, 2022. The net annual benefit is estimated at \$10,800.
- The total year to date surplus is \$623,364 of which \$584,630 is at YCC. The senior staff at YCC is currently determining the priority acquisitions/repairs that could be funded with a portion of the surplus and would be beneficial to the corporations in the short, medium and long term.

Summary of unaudited financial statements as of September 30, 2022:

Company	Cash Balance	Payables/Accruals	Surplus(deficit)
York Care Centre	\$1,228,300	\$2,916,700	\$584,600
York Developments Inc.	221,600	120,300	12,300
CIRA	591,400	591,200	26,500
York County Properties	420,300	1,200	0
Totals	\$2,461,600	\$3,629,400	\$623,400

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
- Surplus at YCC can be attributed to challenges in filling care positions and additional funding from SD for Truth and Reconciliation Day and for the Queen's funeral day.

Pierre LeBlanc, Chair
Finance Committee
2022-11-22

YORK CARE CENTRE INC.
BALANCE SHEET
8/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,134,096.78	1,132,452.49	1,644.29
CASH - RESTRICTED FUNDS	77,588.07	78,009.08	(421.01)
ACCOUNTS RECEIVABLE			
- RESIDENTS	41,452.36	34,009.72	7,442.64
- DEPT of SOCIAL DEVELOPMENT	283,037.00	242,605.00	40,432.00
- HST	13,351.37	30,202.50	(16,851.13)
- OTHER	81,736.33	67,904.80	13,831.53
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	521,978.35	593,581.71	(71,603.36)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,275,332.46</u>	<u>2,300,857.50</u>	<u>(25,525.04)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	18,670,242.60	18,905,653.34	(235,410.74)
TOTAL FIXED ASSETS	<u>18,670,242.60</u>	<u>18,905,653.34</u>	<u>(235,410.74)</u>
TOTAL ASSETS	<u><u>20,945,575.06</u></u>	<u><u>21,206,510.84</u></u>	<u><u>(260,935.78)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,131,473.02	3,175,536.69	(44,063.67)
DEFERRED REVENUE	88,769.79	100,786.52	(12,016.73)
TOTAL CURRENT	<u>3,220,242.81</u>	<u>3,276,323.21</u>	<u>(56,080.40)</u>
LONG TERM			
LONG TERM DEBT	15,784,824.85	15,965,465.66	(180,640.81)
DEFERRED CONTRIBUTIONS	1,936,538.93	1,961,583.40	(25,044.47)
TOTAL LIABILITIES	<u>17,721,363.78</u>	<u>17,927,049.06</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	53,599.30	71,566.41	(17,967.11)
UNRESTRICTED	(326,181.08)	(325,906.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	276,550.25	257,478.24	19,072.01
TOTAL FUNDS	<u>3,968.47</u>	<u>3,138.57</u>	<u>829.90</u>
TOTAL LIABILITIES & FUNDS	<u><u>20,945,575.06</u></u>	<u><u>21,206,510.84</u></u>	<u><u>(260,935.78)</u></u>

**YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 8/31/2022**

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,849,685	\$1,850,185	-\$500	Vacant bed days
Non-Recurring Budget Amend	\$40,432	\$40,432	\$0	
Administration	\$36,375	\$25,787	\$10,588	
Care Services	\$14,394	\$13,872	\$522	
Operations	\$27,394	\$27,314	\$80	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
TOTAL REVENUE	<u>\$1,993,324</u>	<u>\$1,982,635</u>	<u>\$10,689</u>	
OPERATING EXPENSES				
Administration	\$320,665	\$334,875	\$14,211	Salaries underspent by \$2,553; EI, CPP and WHSCC underspent by \$1,508, underexpend in pension/group health expense of \$2,587, underspent on bank chgs & bad debts by \$239, overspent in advertizing by \$750, underspent on office equip and supplies by \$1,454, underspent in prof'l fees & travel by \$2,152, overexpend on MBANH Membership \$240; underspent on staff & volunteer recognition \$373; underspent on minor equipment by \$125, underspent on education by \$3,872, plus other minor variances.
Care Services	\$855,443	\$861,960	\$6,517	Underexpend in salaries of \$6,083, underexpend in fall reduction, care supplies and meds \$2,484, overspent on incontinent supplies by \$334, underspent in minor equipment by \$672, overspent on recruitment by \$375, overspent on BG memory Lane Project by \$1,612, overspent in recreation supplies by \$979, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$539,973	\$523,177	-\$16,795	Salaries overspent by \$5,046, food & thickeners overspent by \$9,026, dietary supplies overspent by \$5,739, laundry supplies & linen underspent by \$691, housekeeping supplies underspent by \$3,913, telephone & cable underspent by \$88, insurance overspent by \$775, maintenance overspent by \$10,131, heating fuel and electricity underspent by \$10,531, vehicle expenses underspent by \$720, minor equipment underspent by \$1,218, consulting fees overspent by \$2,957, computer supplies and support overspent by \$1,522, overspent re website & commun \$223, GET Inspired comm underspent by \$1,515, overspent on recruitment \$31, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374	Under expend of \$1,375 due to timing of new year purchases
TOTAL EXPENSES	<u>\$1,974,252</u>	<u>\$1,979,559</u>	<u>\$5,307</u>	
NET SURPLUS (DEFICIT)	<u>\$19,072</u>	<u>\$3,076</u>	<u>\$15,996</u>	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
5 MONTHS ENDING 8/31/2022

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	\$9,682,937	\$9,570,076	\$9,636,826	-\$66,750	Vacant bed days	\$22,144,488	\$22,257,911	-\$113,423
Non-recurring Budget Amendments	\$205,446	\$201,593	\$201,593	\$0		201,593	\$201,593	\$0
Administration	\$297,829	\$232,159	\$206,129	\$26,030		356,888	\$356,888	\$0
Care Services	\$44,319	\$56,211	\$69,362	-\$13,151		166,468	\$166,468	\$0
Operations	\$111,790	\$137,691	\$136,570	\$1,121		327,768	\$327,768	\$0
Mortgage / Loan Payments	\$129,226	\$125,222	\$125,222	\$1		300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$9,466,548	\$10,322,952	\$10,375,701	-\$52,749		\$23,497,737	\$23,611,160	-\$113,423
OPERATING EXPENSES								
Administration	1,669,864	1,703,131	1,756,055	52,924	Salaries overspent by \$2,415, EI, CPP and WHSCC underspent by \$20,496, underexpend in pension/group health expense of \$14,633, underspent on bank chgs & bad debts by \$1,088, underspent in advertizing by \$466, underspent on office equip and supplies by \$1,311, underspent in prof'l fees & travel by \$7,550, underspent on audit \$1,766, overspent on NBANH Fees \$7,197; underspent on staff & volunteer recognition \$3,790; overspent on minor equipment by \$3, underspent on education by \$11,532, plus other minor variances.	\$3,882,898	3,934,722	51,824
Care Services	3,820,275	4,393,713	4,609,204	215,491	Underexpend in salaries of \$208,100, underexpend in fall reduction, care supplies and meds \$10,486, overspent on incontinent supplies by \$656, overspent in minor equipment by \$9,959, overspent on recruitment by \$2,244, underspent on research by \$2,083, underspent on BG memory Lane Project by \$8,388, overspent in recreation supplies by \$1,514, underspent on pastoral supplies by \$806; plus other minor variances.	10,109,871	10,211,469	101,598
Operations	2,481,466	2,658,696	2,615,887	(42,809)	Salaries overspent by \$11,769, food & thickeners overspent by \$6,608, dietary supplies overspent by \$2,808, laundry supplies & linen underspent by \$8,633, housekeeping supplies underspent by \$16,207, telephone & cable overspent by \$2,206, insurance overspent by \$3,909, maintenance overspent by \$33,987, heating fuel and electricity underspent by \$26,585, vehicle expenses overspent by \$118, minor equipment underspent by \$3,627, consulting fees overspent by \$6,523, computer supplies and support overspent by \$13,084, underspent re website & commun \$709, GET inspired comm underspent by \$3,952, overspent on recruitment \$1,150, plus other minor variances.	6,336,114	6,296,114	(40,000)
Mortgage / Loan Payments	1,291,061	1,290,862	1,297,733	6,872	Under expend of \$5,497 due to timing of new year purchases	3,114,560	3,114,560	0
TOTAL EXPENSES	\$9,262,666	\$10,046,402	\$10,278,878	\$232,477		\$23,443,443	\$23,556,866	\$113,423
NET SURPLUS (DEFICIT)	\$203,882	\$276,550	\$96,823	\$179,728	NOTE: The 2022-23 Budget from SD has been received but is not reflected in the Aug 2022 Statements	\$54,294	\$54,294	\$0
Less: Transfer to replacement reserve		1,375	0	(1,375)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$275,175	\$96,823	\$181,103		\$50,994	\$54,294	\$3,300

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
8/31/2022

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	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	207,043	192,074	14,969
ACCOUNTS RECEIVABLE	15,157	9,215	5,942
HST RECEIVABLE	652	1,479	(827)
PREPAID EXPENSES	53,105	63,255	(10,150)
TOTAL CURRENT ASSETS	275,956	266,023	9,934
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	240,076	238,644	1,431
DEFERRED VACANCY SUBSIDY	42,711	42,619	92
TOTAL RESTRICTED CASH & DEPOSITS	282,786	281,263	1,523
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	(4,070,479)	(4,055,265)	(15,214)
TOTAL FIXED ASSETS	2,254,938	2,270,152	(15,214)
TOTAL ASSETS	2,813,681	2,817,438	(3,757)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	102,686	100,679	2,006
DEFERRED REVENUE	10,562	9,218	1,344
TOTAL CURRENT LIABILITIES	113,248	109,897	3,350
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,788,906	1,801,863	(12,958)
TOTAL LONG TERM LIABILITIES	1,788,906	1,801,863	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,168	6,335	(167)
TOTAL DEFERRED	6,168	6,335	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	240,076	236,884	3,191
VACANCY SUBSIDY RESERVE	42,711	42,619	92
EARNED SURPLUS	605,622	608,622	(3,000)
NET INCOME (LOSS) FOR PERIOD	16,951	11,217	5,734
TOTAL EQUITY	905,360	899,343	6,017
TOTAL LIABILITIES & FUND BALANCES	2,813,681	2,817,438	(3,757)

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
5 MONTHS ENDING 8/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	60,300	60,473	(173)	302,923	303,552	(629)
TENANT SUBSIDY	(2,840)	(2,996)	156	(14,200)	(14,978)	778
RENT SUPPLEMENT - SH	9,218	9,218	0	44,902	44,902	0
ADULT DAY PROGRAM FEES	0	8,756	(8,756)	0	16,715	(16,715)
WASHER & DRYER REVENUE	857	896	(39)	4,674	4,479	195
OTHER REVENUE	0	0	0	170	0	170
INTEREST INCOME	570	113	457	2,159	567	1,592
REVENUE - SD CARE HOURS	6,579	12,463	(5,884)	35,504	62,316	(26,812)
REVENUE - OTHER CARE HOURS	0	275	(275)	845	1,375	(530)
REVENUE - TENNANT SERVICES	17,416	18,994	(1,578)	88,750	94,972	(6,222)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	31,412	31,413	(1)
RECOVERY PROJECT WORKERS	0	1,200	(1,200)	0	3,000	(3,000)
MISCELLANEOUS INCOME	0	2,000	(2,000)	832	4,000	(3,168)
TOTAL REVENUE	98,383	117,675	(19,292)	497,972	552,314	(54,342)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	25,214	41,182	15,968	121,248	171,892	50,644
BENEFITS	2,520	4,452	1,932	11,958	19,761	7,803
TRAVEL EXPENSE	100	83	(16)	350	417	66
	27,833	45,717	17,884	133,556	192,069	58,513
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,152	5,558	1,406	21,168	24,734	3,566
	4,152	5,558	1,406	21,168	24,734	3,566
MAINTENANCE						
ELECTRICITY	6,329	6,295	(33)	34,306	31,477	(2,829)
ELEVATOR SERVICE / INSPECTION	376	358	(18)	2,570	1,789	(781)
GARBAGE REMOVAL	773	627	(145)	3,662	3,137	(525)
PEST CONTOL	220	215	(6)	1,033	1,073	41
ALARMS AND MONITORING	225	378	153	1,979	1,890	(88)
TENANT SPECIAL OCCASIONS	0	125	125	38	625	587
CABLE TV	23	49	26	109	245	136
INSURANCE	3,324	3,169	(155)	16,620	15,844	(776)
PHONE	166	399	233	706	1,994	1,288
PROPERTY TAXES	5,929	5,929	0	29,645	29,645	0
REPAIRS & MAINTENANCE	2,714	4,053	1,338	22,687	20,263	(2,425)
BUILDING EXPENSES - ADP	367	1,438	1,071	1,835	3,954	2,120
REPLACEMENT RESERVE - R&M	0	1,698	1,698	6,483	8,490	2,007
SECURITY	4,510	4,510	0	22,549	22,549	0
GROUNDS MAINTENANCE	13	851	838	145	4,254	4,109
SUPPLIES EXPENSE	345	1,043	699	1,693	3,907	2,214
MINOR EQUIP & FURNISHING	218	619	401	4,681	2,762	(1,918)
WATER & SEWAGE	1,228	1,227	(0)	6,138	6,137	(2)
	26,759	32,983	6,224	156,879	160,035	3,157
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	14,119	741	66,893	69,564	2,671
BOARD EXPENSES	68	97	29	338	483	145
ADVERTISING	0	284	284	351	1,018	667
AUDIT EXPENSES	719	975	256	2,794	4,874	2,080
BANK INTEREST & CHARGES	69	25	(44)	331	123	(208)
LOAN INTEREST EXPENSE	3,941	3,941	0	19,705	19,705	0
MEMBERSHIP FEES / DUES	145	311	166	724	1,555	831
MISCELLANEOUS EXPENSE	43	236	194	809	849	40
PRINTING & OFFICE SUPPLIES	328	520	192	1,405	2,268	863
	18,691	20,508	1,817	93,348	100,438	7,090
CAPITAL						
DEPRECIATION	15,214	15,360	146	76,069	76,800	731
	15,214	15,360	146	76,069	76,800	731
TOTAL OPERATING EXPENSES	92,649	120,126	27,477	481,021	554,077	73,057
NET EARNINGS (LOSS) FOR PERIOD	5,734	(2,451)	8,185	16,951	(1,763)	18,714
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
8/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	621,490.05	660,683.27	(39,193.22)
ACCOUNTS RECEIVABLE	8,848.41	8,780.53	67.88
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	5,195.87	5,114.16	81.71
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>635,534.33</u>	<u>674,577.96</u>	<u>(39,043.63)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(9,236.89)	(8,967.12)	(269.77)
	<u>6,949.48</u>	<u>7,219.25</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>642,483.81</u></u>	<u><u>681,797.21</u></u>	<u><u>(39,313.40)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	65,095.64	47,035.51	18,060.13
DUE TO YORK MANOR INC.	5,241.30	5,203.92	37.38
DUE TO YORK DEVELOPMENTS INC.	388.61	223.29	165.32
DEFERRED REVENUE	554,643.65	615,895.50	(61,251.85)
TOTAL CURRENT	<u>625,369.20</u>	<u>668,358.22</u>	<u>(42,989.02)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	14,629.52	10,953.90	3,675.62
TOTAL FUNDS	<u>17,114.61</u>	<u>13,438.99</u>	<u>3,675.62</u>
TOTAL LIABILITIES & FUNDS	<u><u>642,483.81</u></u>	<u><u>681,797.21</u></u>	<u><u>(39,313.40)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
5 MONTHS ENDING 8/31/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	18,750	18,750	0
VR - REHAB PROJECT	4,285	5,731	(1,446)	32,426	28,655	3,771
PROMOTE PHYS ACTIVITY PROJECT	1,613	3,966	(2,353)	15,916	19,830	(3,914)
IMPROVE IMMUNIZATION PROJECT	3,937	5,460	(1,523)	23,292	27,300	(4,008)
PALLIATIVE CARE PROJECT	1,669	1,611	57	8,343	8,056	287
POLYPHARM APP PHASE 2 PROJECT	3,671	10,266	(6,595)	18,687	51,331	(32,644)
GENIE PROJECT	37,440	39,939	(2,499)	144,732	199,695	(54,963)
PASSIVE AWARE PROJECT	8,637	32,190	(23,553)	120,039	184,949	(64,910)
INTEREST INCOME	1,673	250	1,423	6,194	1,250	4,944
STUDENT FUNDING	(41)	0	(41)	9,985	4,833	5,152
SYMPOSIUM	1,500	0	1,500	7,700	0	7,700
TOTAL UNRESTRICTED REVENUE	68,134	103,163	(35,029)	406,062	544,648	(138,586)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	55,922	69,003	13,081	255,406	345,017	89,611
SALARIES & BEN CHARGED TO PROJECT	(55,922)	(69,003)	(13,081)	(255,406)	(345,017)	(89,611)
PROJECT WORKERS EXPENSES	(41)	0	41	9,985	4,833	(5,152)
	(41)	0	41	9,985	4,833	(5,152)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	10,257	10,257	0
AUDIT EXPENSES	582	481	(102)	3,851	2,403	(1,448)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	1,349	632	(717)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	(62)	267	329	(178)	1,333	1,512
OFFICE SPACE COSTS	325	408	83	1,623	2,040	417
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	47	42	(5)	198	208	10
TRAVEL AND ACCOMODATION	0	33	33	0	167	167
MEALS AND ENTERTAINMENT	0	29	29	0	146	146
CONFERENCES AND TRAINING	0	125	125	0	625	625
MINOR EQUIPMENT	0	83	83	0	417	417
MISCELLANEOUS	0	83	83	879	417	(462)
SYMPOSIUM	35	0	(35)	35	0	(35)
	3,248	3,729	481	18,014	18,644	630
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	4,285	5,731	1,446	32,426	28,655	(3,771)
PROMOTE PHYS ACTIVITY PROJECT	1,613	3,966	2,353	15,916	19,830	3,914
IMPROVE IMMUNIZATION PROJECT	3,937	5,460	1,523	23,292	27,300	4,008
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	8,343	8,056	(287)
POLYPHARM APP PHASE 2 PROJECT	3,671	10,266	6,595	18,687	51,331	32,644
GENIE PROJECT	37,440	39,939	2,499	144,732	199,695	54,963
PASSIVE AWARE PROJECT	8,637	32,214	23,577	120,039	184,780	64,741
MISCELLANEOUS	0	0	0	0	0	0
	61,252	99,187	37,935	363,434	519,646	156,212
TOTAL EXPENSES	64,459	102,916	38,457	391,433	543,123	151,690
NET EARNINGS (LOSS)	3,676	247	3,428	14,630	1,525	13,105

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
8/31/2022

ASSETS

CURRENT ASSETS

CASH	\$418,785
ACCOUNTS RECEIVABLE	1,050
TOTAL CURRENT ASSETS	\$419,834

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$30,385
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$457,820

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,050
TOTAL CURRENT LIABILITIES	\$1,050

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	\$457,820
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
5 MONTHS ENDING 8/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$451	\$451	(\$0)
INTEREST INCOME	1,050	233	816	3,533	1,167	2,366
TOTAL REVENUE	\$1,140	\$324	\$816	\$3,984	\$1,618	\$2,366
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	\$1,140	\$292	\$848	\$3,666	\$1,460	\$2,205
BANK INTEREST & CHARGES	-	5	(5)	-	25	(25)
	\$1,140	\$297	\$843	\$3,666	\$1,485	\$2,180
TOTAL OPERATING EXPENSES	\$1,140	\$297	\$843	\$3,984	\$1,803	\$2,180
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$186)	\$186
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$186)	\$186

YORK CARE CENTRE INC.
BALANCE SHEET
9/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,228,318.80	1,134,096.78	94,222.02
CASH - RESTRICTED FUNDS	54,134.56	77,588.07	(23,453.51)
ACCOUNTS RECEIVABLE			
- RESIDENTS	38,366.57	41,452.36	(3,085.79)
- DEPT of SOCIAL DEVELOPMENT	319,163.00	283,037.00	36,126.00
- HST	25,493.15	13,351.37	12,141.78
- OTHER	86,255.60	81,736.33	4,519.27
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	446,238.77	521,978.35	(75,739.58)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,320,062.65</u>	<u>2,275,332.46</u>	<u>44,730.19</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	18,426,516.86	18,670,242.60	(243,725.74)
TOTAL FIXED ASSETS	<u>18,426,516.86</u>	<u>18,670,242.60</u>	<u>(243,725.74)</u>
TOTAL ASSETS	<u><u>20,746,579.51</u></u>	<u><u>20,945,575.06</u></u>	<u><u>(198,995.55)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	2,832,854.66	3,131,473.02	(298,618.36)
DEFERRED REVENUE	83,801.78	88,769.79	(4,968.01)
TOTAL CURRENT	<u>2,916,656.44</u>	<u>3,220,242.81</u>	<u>(303,586.37)</u>
LONG TERM			
LONG TERM DEBT	15,604,184.04	15,784,824.85	(180,640.81)
DEFERRED CONTRIBUTIONS	1,911,494.46	1,936,538.93	(25,044.47)
TOTAL LIABILITIES	<u>17,515,678.50</u>	<u>17,721,363.78</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	56,069.95	53,599.30	2,470.65
UNRESTRICTED	(326,456.08)	(326,181.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	584,630.70	276,550.25	308,080.45
TOTAL FUNDS	<u>314,244.57</u>	<u>3,968.47</u>	<u>310,276.10</u>
TOTAL LIABILITIES & FUNDS	<u><u>20,746,579.51</u></u>	<u><u>20,945,575.06</u></u>	<u><u>(198,995.55)</u></u>

**YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 9/30/2022**

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$2,266,880	\$2,267,005	-\$125	
Non-Recurring Budget Amend	\$36,126	\$36,127	-\$1	Vacant bed days
Administration	\$27,944	\$21,537	\$6,407	
Care Services	\$8,829	\$13,872	-\$5,044	
Operations	\$26,852	\$27,314	-\$462	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
TOTAL REVENUE	\$2,391,674	\$2,390,899	\$775	
OPERATING EXPENSES				
Administration	\$449,221	\$455,920	\$6,699	Salaries overspent by \$3,924, EI, CPP and WHSCC underspent by \$8,434, overexpend in pension/group health expense of \$20,410, underspent on uniform allowance \$5,692, underspent on bank chgs & bad debts by \$209, underspent in advertizing by \$308, underspent on office equip and supplies by \$3,048, underspent in profi fees & travel by \$1,773, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition 1,014; underspent on minor equipment by \$125, underspent on education by \$10,957, plus other minor variances.
Care Services	\$819,806	\$891,125	\$71,320	Underexpend in salaries of \$56,461, underexpend in fall reduction, care supplies and meds \$7,493, underspent on incontinent supplies by \$944, underspent in minor equipment by \$3,282, overspent on recruitment by \$708, underspent on BG memory Lane Project by \$2,296, underspent in recreation supplies by \$974, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$556,395	\$585,661	\$29,266	Salaries overspent by \$10,641, food & thickeners underspent by \$263, dietary supplies underspent by \$10,491, laundry supplies & linen overspent by \$11,953, housekeeping supplies underspent by \$1,468, telephone & cable overspent by \$1,993, insurance overspent by \$775, maintenance underspent by \$40,375, heating fuel and electricity underspent by \$7,695, vehicle expenses underspent by \$867, minor equipment overspent by \$17,058, consulting fees overspent by \$2,327, computer supplies and support underspent by \$11,969, overspent re website & commun events \$75, GET Inspired comm underspent by \$1,246, overspent on recruitment \$326, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374	Under expend of \$1,375 due to timing of new year purchases
TOTAL EXPENSES	\$2,083,594	\$2,192,252	\$108,658	
NET SURPLUS (DEFICIT)	\$308,080	\$198,647	\$109,433	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
6 MONTHS ENDING 9/30/2022

Description	Actual	Actual	Budget	Variance	Year to Date	Forecast to	2022-23	Variance Budget
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Variance Analysis Budget vs Actual	Year End 31-Mar-23	Full Year Budget	vs Forecast Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$10,419,974	\$11,836,955	\$11,903,830	-\$66,875	535 Vacant bed days	\$23,265,887	\$23,334,262	-\$68,375
Non-recurring Budget Amendments	\$251,944	\$237,719	\$237,720	-\$1		237,720	\$237,720	\$0
Administration	\$347,381	\$260,102	\$227,666	\$32,436		389,324	\$356,888	\$32,436
Care Services	\$55,469	\$65,040	\$83,234	-\$18,194		142,468	\$166,468	-\$24,000
Operations	\$135,773	\$164,543	\$163,884	\$659		327,768	\$327,768	\$0
Mortgage / Loan Payments	\$155,072	\$150,267	\$150,266	\$1		300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$11,365,563	\$12,714,626	\$12,766,600	-\$51,974		\$24,663,699	\$24,723,638	-\$59,939
OPERATING EXPENSES								
Administration	2,014,750	2,152,352	2,211,974	59,622	Salaries overspent by \$6,338, EI, CPP and WHSCC underspent by \$28,931, overexpend in pension/group health expense of \$5,778, underspent on uniform allow \$5,692, underspent on bank chgs & bad debts by \$1,296, underspent in advertising by \$774, underspent on office equip and supplies by \$4,359, underspent in profi fees & travel by \$9,324, underspent on audit \$2,120, overspent on NBANH Fees \$7,437; underspent on staff & volunteer recognition \$4,804; underspent on minor equipment by \$122, underspent on education by \$22,849, plus other minor variances.	\$4,229,527	4,244,527	15,000
Care Services	4,629,140	5,213,519	5,500,329	286,810	Underexpend in salaries of \$264,561, underexpend in fall reduction, care supplies and meds \$17,978, underspent on incontinent supplies by \$288, overspent in minor equipment by \$6,678, overspent on recruitment by \$2,952, underspent on research by \$2,500, underspent on BG memory Lane Project by \$10,684, overspent in recreation supplies by \$541, underspent on pastoral supplies by \$967; plus other minor variances.	10,696,958	10,846,958	150,000
Operations	2,981,393	3,215,091	3,201,547	(13,544)	Salaries overspent by \$22,410, food & thickeners overspent by \$6,346, dietary supplies overspent by \$11,195, laundry supplies & linen overspent by \$3,360, housekeeping supplies overspent by \$17,674, telephone & cable overspent by \$4,782, insurance overspent by \$4,684, maintenance underspent by \$6,749, heating fuel and electricity underspent by \$34,260, vehicle expenses underspent by \$749, minor equipment overspent by \$14,637, consulting fees underspent by \$8,850, computer supplies and support overspent by \$1,117, underspent re website & commun events \$633, GET Inspired comm underspent by \$5,199, overspent on recruitment \$1,477, plus other minor variances.	6,513,298	6,463,298	(50,000)
Mortgage / Loan Payments	1,550,447	1,549,034	1,557,280	8,246	Under expend of \$8,246 due to timing of new year purchases	3,125,310	3,114,560	(10,750)
TOTAL EXPENSES	\$11,175,730	\$12,129,995	\$12,471,131	\$341,135	NOTE: The 2022-23 budget has been received from Dept of Social Dev't and the revised budget is reflected in these Sept 2022 statements.	\$24,565,093	\$24,669,344	\$104,251
NET SURPLUS (DEFICIT)	\$189,833	\$584,631	\$295,470	\$289,161		\$98,606	\$54,294	\$44,312
Less: Transfer to replacement reserve		1,650	0	(1,650)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$582,981	\$295,470	\$290,811		\$95,306	\$54,294	\$47,612

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
9/30/2022

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	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	221,602	207,043	14,560
ACCOUNTS RECEIVABLE	11,546	15,157	(3,610)
HST RECEIVABLE	1,358	652	706
PREPAID EXPENSES	42,955	53,105	(10,150)
TOTAL CURRENT ASSETS	277,461	275,956	1,505
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	243,292	240,076	3,217
DEFERRED VACANCY SUBSIDY	42,818	42,711	107
TOTAL RESTRICTED CASH & DEPOSITS	286,110	282,786	3,324
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	(4,085,693)	(4,070,479)	(15,214)
TOTAL FIXED ASSETS	2,239,724	2,254,938	(15,214)
TOTAL ASSETS	2,803,296	2,813,681	(10,385)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	111,612	102,686	8,926
DEFERRED REVENUE	8,729	10,562	(1,833)
TOTAL CURRENT LIABILITIES	120,341	113,248	7,093
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,775,948	1,788,906	(12,958)
TOTAL LONG TERM LIABILITIES	1,775,948	1,788,906	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,002	6,168	(167)
TOTAL DEFERRED	6,002	6,168	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	237,871	240,076	(2,204)
VACANCY SUBSIDY RESERVE	42,818	42,711	107
EARNED SURPLUS	608,043	605,622	2,421
NET INCOME (LOSS) FOR PERIOD	12,273	16,951	(4,678)
TOTAL EQUITY	901,005	905,360	(4,354)
TOTAL LIABILITIES & FUND BALANCES	2,803,296	2,813,681	(10,385)

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
6 MONTHS ENDING 9/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	59,574	59,423	151	362,497	362,975	(478)
TENANT SUBSIDY	(2,840)	(2,996)	156	(17,040)	(17,973)	933
RENT SUPPLEMENT - SH	10,562	10,562	0	55,464	55,464	0
ADULT DAY PROGRAM FEES	774	7,960	(7,186)	774	24,675	(23,901)
WASHER & DRYER REVENUE	911	896	15	5,585	5,375	210
OTHER REVENUE	120	0	120	290	0	290
INTEREST INCOME	712	113	598	2,871	680	2,191
REVENUE - SD CARE HOURS	5,690	12,463	(6,773)	41,194	74,780	(33,585)
REVENUE - OTHER CARE HOURS	0	275	(275)	845	1,650	(805)
REVENUE - TENNANT SERVICES	16,794	18,994	(2,200)	105,544	113,967	(8,423)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	37,695	37,696	(1)
RECOVERY PROJECT WORKERS	0	600	(600)	0	3,600	(3,600)
MISCELLANEOUS INCOME	0	2,000	(2,000)	832	6,000	(5,168)
TOTAL REVENUE	98,579	116,574	(17,995)	596,551	668,888	(72,337)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	25,887	37,853	11,966	147,135	209,745	62,610
BENEFITS	2,530	4,385	1,855	14,488	24,146	9,658
TRAVEL EXPENSE	134	83	(51)	485	500	15
	28,551	42,321	13,770	162,108	234,391	72,283
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,007	5,468	1,461	25,175	30,202	5,027
	4,007	5,468	1,461	25,175	30,202	5,027
MAINTENANCE						
ELECTRICITY	6,331	6,295	(35)	40,636	37,772	(2,865)
ELEVATOR SERVICE / INSPECTION	376	358	(18)	2,946	2,147	(799)
GARBAGE REMOVAL	773	627	(145)	4,435	3,764	(671)
PEST CONTROL	198	215	16	1,231	1,288	57
ALARMS AND MONITORING	510	378	(132)	2,488	2,268	(220)
TENANT SPECIAL OCCASIONS	172	125	(47)	210	750	540
CABLE TV	23	49	26	132	294	162
INSURANCE	3,324	3,169	(155)	19,944	19,013	(932)
PHONE	192	399	207	898	2,393	1,495
PROPERTY TAXES	5,929	5,929	0	35,574	35,575	0
REPAIRS & MAINTENANCE	1,956	4,053	2,096	24,643	24,315	(328)
BUILDING EXPENSES - ADP	367	1,343	976	2,201	5,297	3,096
REPLACEMENT RESERVE - R&M	5,421	1,698	(3,723)	11,904	10,188	(1,716)
SECURITY	4,510	4,510	0	27,059	27,059	0
GROUNDS MAINTENANCE	3,212	851	(2,361)	3,357	5,105	1,747
SUPPLIES EXPENSE	716	1,005	289	2,409	4,912	2,503
MINOR EQUIP & FURNISHING	228	619	391	4,908	3,381	(1,527)
WATER & SEWAGE	1,228	1,227	(0)	7,366	7,364	(2)
	35,465	32,849	(2,616)	192,344	192,885	541
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	14,119	741	80,271	83,683	3,412
BOARD EXPENSES	68	97	29	405	579	174
ADVERTISING	245	284	39	595	1,302	707
AUDIT EXPENSES	719	975	256	3,513	5,849	2,336
BANK INTEREST & CHARGES	1,064	25	(1,040)	1,395	148	(1,247)
LOAN INTEREST EXPENSE	3,941	3,941	0	23,646	23,646	0
MEMBERSHIP FEES / DUES	145	311	166	869	1,866	997
MISCELLANEOUS EXPENSE	221	236	15	1,030	1,085	55
PRINTING & OFFICE SUPPLIES	239	520	281	1,644	2,788	1,144
	20,020	20,508	488	113,368	120,946	7,577
CAPITAL						
DEPRECIATION	15,214	15,360	146	91,283	92,160	877
	15,214	15,360	146	91,283	92,160	877
TOTAL OPERATING EXPENSES	103,257	116,506	13,249	584,278	670,584	86,306
NET EARNINGS (LOSS) FOR PERIOD	(4,678)	67	(4,746)	12,273	(1,696)	13,969
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
9/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	591,445.27	621,490.05	(30,044.78)
ACCOUNTS RECEIVABLE	13,663.84	8,848.41	4,815.43
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	5,394.05	5,195.87	198.18
PREPAID EXPENSES	2,930.92	0.00	2,930.92
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>613,434.08</u>	<u>635,534.33</u>	<u>(22,100.25)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(9,506.66)	(9,236.89)	(269.77)
	<u>6,679.71</u>	<u>6,949.48</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>620,113.79</u></u>	<u><u>642,483.81</u></u>	<u><u>(22,370.02)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	77,919.89	65,095.64	12,824.25
DUE TO YORK MANOR INC.	10,549.35	5,241.30	5,308.05
DUE TO YORK DEVELOPMENTS INC.	4,370.62	388.61	3,982.01
DEFERRED REVENUE	498,330.01	554,643.65	(56,313.64)
TOTAL CURRENT	<u>591,169.87</u>	<u>625,369.20</u>	<u>(34,199.33)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	26,458.83	14,629.52	11,829.31
TOTAL FUNDS	<u>28,943.92</u>	<u>17,114.61</u>	<u>11,829.31</u>
TOTAL LIABILITIES & FUNDS	<u><u>620,113.79</u></u>	<u><u>642,483.81</u></u>	<u><u>(22,370.02)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
6 MONTHS ENDING 9/30/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	22,500	22,500	0
VR - REHAB PROJECT	5,601	5,731	(130)	38,027	34,386	3,640
PROMOTE PHYS ACTIVITY PROJECT	1,635	3,966	(2,331)	17,551	23,796	(6,244)
IMPROVE IMMUNIZATION PROJECT	4,082	5,460	(1,378)	27,374	32,760	(5,386)
PALLIATIVE CARE PROJECT	1,669	1,611	57	10,012	9,667	345
POLYPHARM APP PHASE 2 PROJECT	3,844	10,266	(6,422)	22,530	61,597	(39,066)
GENIE PROJECT	26,399	39,939	(13,540)	171,130	239,633	(68,503)
PASSIVE AWARE PROJECT	13,084	32,190	(19,106)	133,123	217,139	(84,016)
INTEREST INCOME	1,764	250	1,514	7,957	1,500	6,457
STUDENT FUNDING	0	0	0	9,985	4,833	5,152
SYMPOSIUM	9,576	0	9,576	17,276	0	17,276
TOTAL UNRESTRICTED REVENUE	71,403	103,163	(31,760)	477,465	647,811	(170,345)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	47,988	69,003	21,016	303,394	414,021	110,626
SALARIES & BEN CHARGED TO PROJECT	(47,988)	(69,003)	(21,016)	(303,394)	(414,021)	(110,626)
PROJECT WORKERS EXPENSES	0	0	0	9,985	4,833	(5,152)
	0	0	0	9,985	4,833	(5,152)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	12,308	12,309	0
AUDIT EXPENSES	582	481	(102)	4,434	2,884	(1,550)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	1,619	758	(861)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	238	267	29	60	1,600	1,540
OFFICE SPACE COSTS	25	408	383	1,648	2,447	800
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	12	42	30	210	250	40
TRAVEL AND ACCOMODATION	0	33	33	0	200	200
MEALS AND ENTERTAINMENT	0	29	29	0	175	175
CONFERENCES AND TRAINING	0	125	125	0	750	750
MINOR EQUIPMENT	0	83	83	0	500	500
MISCELLANEOUS	0	83	83	879	500	(379)
SYMPOSIUM	82	0	(82)	117	0	(117)
	3,260	3,729	469	21,274	22,373	1,099
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	5,601	5,731	130	38,027	34,386	(3,640)
PROMOTE PHYS ACTIVITY PROJECT	1,635	3,966	2,331	17,551	23,796	6,244
IMPROVE IMMUNIZATION PROJECT	4,082	5,460	1,378	27,374	32,760	5,386
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	10,012	9,667	(345)
POLYPHARM APP PHASE 2 PROJECT	3,844	10,266	6,422	22,530	61,597	39,066
GENIE PROJECT	26,399	39,939	13,540	171,130	239,634	68,503
PASSIVE AWARE PROJECT	13,084	32,214	19,130	133,123	216,994	83,871
MISCELLANEOUS	0	0	0	0	0	0
	56,314	99,187	42,873	419,747	618,833	199,086
TOTAL EXPENSES	59,574	102,916	43,342	451,006	646,039	195,032
NET EARNINGS (LOSS)	11,829	247	11,582	26,459	1,772	24,687

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
9/30/2022

ASSETS

CURRENT ASSETS

CASH	\$420,347
ACCOUNTS RECEIVABLE	1,220
TOTAL CURRENT ASSETS	\$421,567

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$28,823
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$457,991

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,220
TOTAL CURRENT LIABILITIES	\$1,220

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	\$457,991

YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
6 MONTHS ENDING 9/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$541	\$542	(\$0)
INTEREST INCOME	1,220	233	987	4,753	1,400	3,353
TOTAL REVENUE	\$1,310	\$324	\$987	\$5,294	\$1,941	\$3,352
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	\$1,310	\$292	\$1,018	\$4,976	\$1,752	\$3,224
BANK INTEREST & CHARGES	-	5	(5)	-	30	(30)
	\$1,310	\$297	\$1,013	\$4,976	\$1,782	\$3,194
TOTAL OPERATING EXPENSES	\$1,310	\$297	\$1,013	\$5,294	\$2,100	\$3,193
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$26)	(\$0)	(\$159)	\$159
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$26)	(\$0)	(\$159)	\$159

MEMORANDUM for RECOMMENDATIONS
To Board of Directors of York Care Centre

DATE: November 22, 2022

SOURCE: Chief Financial Officer

SUBJECT: Approval of YDI Mortgage Renewal December 2022

RECOMMENDED ACTION:

1. That the Board of Directors approve renewing the mortgage on the YDI Supportive Housing Building located at 116 Sunset Drive with TD Commercial Banking in December 2022 with an approximate principle of \$1,239,680.
2. That the Board of Directors authorize the President and CEO to make the decision as to the length of the mortgage term and the interest rate at the time the mortgage is renewed.
3. That the Board of Directors approve YDI opening a bank account with TD Bank for the mortgage payments to be withdrawn from, with the same signing officers as present accounts.
4. That Board of Directors approve YDI paying off the balance of the mortgage held by York County Properties Inc. on December 1, 2022 in the amount of \$24,200.

BACKGROUND AND CONTENT:

YDI had a mortgage with Industrial Alliance which matured on October 1, 2022. IA does not want to renew this mortgage due to its small principle balance. Since we had not yet arranged an alternative lending institution to take over this mortgage at that time, Industrial Alliance agreed to extend the previous mortgage until January 1, 2023.

We were only able to find two potential financial institutions willing to provide the required mortgage funding. At their request, we had a building appraisal report prepared by Budd Lynch on the building. We have had discussions with both National Bank of Canada and TD Commercial Banking and both of these institutions accepted and utilized the appraisal report we had prepared. Both National and TD provided us with Term Sheets indicating they would be willing to provide YDI the required mortgage funding. However, the proposal from National Bank required that we change our YDI operating bank account and the Replacement Reserve Account to National Bank. We left National Bank, as our main bank account provider, a few years ago because of poor service and minimal interest being earned. It would also be challenging for us going forward if we had two payrolls being processed on the CIBC accounts and one being processed on the National Bank from our one accounting package. Therefore, we do not wish to entertain National Bank as the lender for this YDI mortgage.

TD Commercial Banking requires us to have a bank account with them to make their monthly mortgage payments from, however all the operating bank accounts can remain with CIBC where they are now located. The TD proposal does not require that they be the gatekeepers of the Replacement Reserve bank accounts for YDI. Therefore, YDI can put this in a CIBC account which will earn interest, unlike where it is now with Industrial Alliance or where National Bank would require it to be with no interest being earned. At the present rates paid by CIBC, the RR account will generate over \$5,000 in interest annually.

TD has provided us with the current interest rates, however the actual locked in rate for this mortgage will not be determined until mid to late December 2022 when we will want to execute this mortgage. The rates as of November 14, 2022 would be:

1 year	6.26%
3 years	5.89%
5 years	5.80%
8 years	5.89%
10 years	6.01%

We would like to hold off on making the decision in regards to the locked in period until we see the actual interest rates in December. However, if we were locking this in today, I would probably be recommending a term of between 5 years and 10 years to get us some longer-term security on the mortgage payment costs.

The principle owing on the mortgage with IA at January 1, 2023 will be \$1,239,680. There were 15 years remaining on the IA mortgage, and we feel that we can retain that 15 year term until the mortgage is completely paid off with TD. In order to avoid closing the mortgage on New Year's Eve, we propose to close the mortgage with TD Commercial Banking the week of December 19, 2022.

One of the term sheet conditions for TD Commercial Banking is for there to be a legal document drawn up naming TD as the priority lender over York County Properties Inc. which also holds a mortgage on this same property at 116 Sunset Drive. The mortgage with YCP is set to be paid off on March 31, 2024. Rather than incur additional legal costs to have TD named as the Priority Lender, I am recommending that the Board of Directors approve YDI paying off the mortgage with YCP on December 1, 2022. The balance at that time owing by YDI to YCP will be approximately \$24,200. There is ample cash balance in YDI to pay off the YCP mortgage at this time. In addition, not having to make the mortgage payments to YCP in the 2023-24 fiscal year, will offset the higher TD mortgage payments due to the current interest rates being higher than the 3.65% rate when the mortgage was renewed with IA back in 2017.

LEGAL AUTHORITY:

Bylaws and Rules of Order

INTERNAL CONSULTATIONS:

CEO and Lead Accountant

EXTERNAL COMMUNICATIONS:

TD Banking and National Bank of Canada representatives.

FINANCIAL CONSIDERATIONS:

The renewed mortgage on 116 Sunset Drive will have a higher interest rate than the previous rate of 3.65% locked in back in 2017. If we were locking in the mortgage today for 5 years at 5.80%, the principle and interest payments for 2023-24 would be approximately \$14,000 higher than the old mortgage. However, by paying off the loan with YCP, this will lower the principle and interest payments for YDI by \$19,800 in 2023-24. Under the TD mortgage arrangement, YDI will now earn interest revenue on the Replacement Reserve bank account and at the current rates, this would equal approximately \$5,000 in 2023-24. Therefore, the net impact to YDI would be a bottom line improvement of \$10,800.

RESOURCE PERSONS RESPONSIBLE FOR FOLLOW UP:

Byard Smith

ATTACHMENTS:

N/A

CONTACT:

Byard Smith, CPA, BBA, CMA
Chief Financial Officer



MEMORANDUM for RECOMMENDATIONS **To Board of Directors of York Care Centre**

DATE: November 14, 2022

SOURCE: Chief Financial Officer

SUBJECT: Approval of increase in YCC Capital thresholds

RECOMMENDED ACTION:

That the Board of Directors approve increasing the capital spending thresholds for York Care Centre Inc. to \$10,000 for both equipment and building improvements retroactive to April 1, 2022.

BACKGROUND AND CONTENT:

For many years, York Care Centre Inc has been using \$2,500 for equipment and \$5,000 for building repairs and improvements as their Capital thresholds. Any purchases below those amounts would be expensed in the year of purchase and anything above would be Capitalized and depreciated over their useful life (5 years for equipment and 10 years for building improvements). Given the recent rise in costs of virtually every thing YCC is purchasing, we have done some research in what other large nursing homes are using as their Capital thresholds. Since the Province of New Brunswick provides in excess of 70% of the annual revenue received by YCC, we felt their recommendations would be relevant to YCC.

The Province of New Brunswick website contains a document entitled “NB Guide to Accounting and Reporting Tangible Capital Assets”. This document was developed by the Department of Local Government to assist various local government units in NB and was developed based on CICA Public Sector Accounting Board standards. It recommends for an organization with revenue greater than \$14 million per year, that the appropriate minimum capital threshold would be \$10,000 for all asset classes. YCC total revenue in 2021-22 fiscal year was approximately \$22.94 million. We feel this document, although designed for local government units could also be used for the Long Term Care sector, which is also funded by government.

I spoke with the CEO of Villa du Repos and Villa Providence that are both large nursing homes in NB and they are currently using \$10,000 as their Capital threshold for all asset classes.

I had discussions with the partner and lead auditor with Teed Saunders Doyle who perform our annual audits and they stated “Given the size of the organization, the change in threshold for Capital expenditures is reasonable and from an audit standpoint we would have no issue with the change.”

Therefore, we feel it would be reasonable for the YCC to increase the Capital threshold to \$10,000 for all asset classes. Given the revenue size of York Developments Inc. and CIRA, we would leave their Capital thresholds the same as previously.

LEGAL AUTHORITY:

Bylaws and Rules of Order

INTERNAL CONSULTATIONS:

CEO and Lead Accountant

EXTERNAL COMMUNICATIONS:

Teed Saunders Doyle audit firm and CEO of Villa du Repos and Villa Providence Nursing Homes.

FINANCIAL CONSIDERATIONS:

The overall bottom line of YCC will be the same over time, because total depreciation expense equals the total purchase cost. However, in years when YCC is operating in a surplus position, it allows us to purchase much needed equipment valued under \$10,000 without having to consider the impact in future fiscal years' budgets.

RESOURCE PERSONS RESPONSIBLE FOR FOLLOW UP:

Byard Smith

ATTACHMENTS:

N/A

CONTACT:

Byard Smith, CPA, BBA, CMA
Chief Financial Officer

YORK CARE CENTRE INC.

GENERAL BYLAWS

November 2022

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YORK CARE CENTRE INC. GENERAL

BYLAWS

PREAMBLE:

WHEREAS YORK MANOR INC. (the Corporation), was originally incorporated by Special Act of the Legislature entitled "An Act to Incorporate YORK MANOR INC." Ch. 103 of the statutes of New Brunswick 1969, and amendments thereto;

AND WHEREAS The directors of the Company on the 14th day of June, 2021 duly enacted By-Law No. 2021-3 authorizing the making of an application for supplementary letters patent to formally change the name York Manor Inc. to York Care Centre Inc.

AND WHEREAS the application for supplementary letters patent was approved under the Province of New Brunswick Companies Act on June 30, 2021, the Company name is officially changed to York Care Centre Inc.

AND WHEREAS the Act of Incorporation and its Amendments stipulate that the Members, Directors, and Executive Committee of York Care Centre Inc., shall be the same persons as those of York County Properties Inc.;

AND WHEREAS the affairs of YORK CARE CENTRE INC., shall be managed by a Board of Directors, and where authorized by a Bylaw of the Corporation, the Executive Committee of the Directors may exercise such powers of the Board of Directors as are delegated to it by such Bylaw;

AND WHEREAS the purposes and objects of YORK CARE CENTRE INC., shall be to help the inhabitants of New Brunswick by the establishment and operation of properly supervised rest and convalescent homes whose principal purpose shall be to provide shelter and care for aged, infirm or incapacitated persons who reside in the institutions;

AND WHEREAS the following terms, conditions and provisions shall be unalterable:

1. The Corporation shall be carried on without the purpose of gain for its members and any profits or other accretion to the Corporation shall be used in promoting its objects.
2. No part of the income of the Corporation may be payable to or otherwise available for the personal benefit of any member thereof, except as otherwise provided in Article 6 b).
3. Upon the dissolution of the Corporation and after the payment of all debts and liabilities, its remaining property shall be distributed or disposed of to charitable organizations which carry on their work solely in

Canada.

NOW THEREFORE, be it enacted and it is hereby enacted, that the following Bylaws be adopted forregulating the affairs of York Care Centre Inc.

1. CORPORATE SEAL

The Corporate Seal of the Corporation shall be a design formed of two concentric circles between which shall be the name of the Corporation. Inside the concentric circles shall be the words and figures "Incorporated 2021" as shown on the margin thereof.

The Corporate Seal shall not be used without the sanction of the Chair, or in his/her absence, the Vice-Chair and Secretary of the Corporation; or the sanction of such Director or Officer of the Corporation as the Board of Directors may by resolution appoint for general or specific purposes.

2. HEAD OFFICE

The principal or head office of the Corporation shall be at the City of Fredericton, County of York, and Province of New Brunswick, and at the principal premises of the Corporation therein or such other place therein as the Directors of the Corporation may from time to time decide.

3. INTERPRETATION

- a) Member means the Members of the Corporation appointed pursuant to a Special Act of the Legislature of the Province of New Brunswick.
- b) Board means the Board of Directors appointed pursuant to a Special Act of the Legislature of the Province of New Brunswick.
- c) Corporation means the corporation constituted under a Special Act of the Legislature of the Province of New Brunswick to incorporate York Manor Inc.
- d) Director means a member of the Board of Directors.

4. ANNUAL MEMBERS MEETING OF THE CORPORATION

- a) Notice of the Annual Members Meeting and regular meetings of the Board shall be given in such manner as the Board shall determine.
- b) The Annual Members Meeting of the Corporation shall be held on or before the 30th day of June of each year.

(1) The same rules of conduct and conditions shall apply to the Annual Members Meeting of the

Corporation as to all meetings of the Board. The Minutes of the Annual Members Meetings of the Corporation shall be recorded and have validity as Minutes of the Board. However, the Annual Members Meeting will conduct the following business:

- (i) Approve minutes of the previous Annual Members Meeting.
- (ii) Receive the report of the Board, including the Audited Financial Statements, and the report thereon of the Auditor.
- (iii) Receive the report of the unfinished business from the previous Members Meeting of the Corporation.
- (iv) Receive the report of the Chair.
- (v) Receive the report of Committees.
- (vi) Receive the report of the President and Chief Executive Officer.
- (vii) New Business.
- (viii) Appoint an Auditor to the Corporation, to hold office until the next Annual Members Meeting.

5. MEMBERS

The Members of the Corporation from time to time shall be the Members of York County Properties Inc.

6. BOARD OF DIRECTORS

- a) The affairs of the Corporation shall be managed by a Board of Directors, who shall be the same persons as are the Directors of York County Properties Inc., and the Executive Committee of the Directors of York County Properties Inc., shall be the Executive Committee of the Directors of the Corporation and may exercise such powers of the Board of Directors as are delegated to it by the Board.
- b) The Directors shall serve as Directors and Officers without remuneration and no Director shall, directly or indirectly, receive any profit from his or her position as Director or Officer, provided that a Director may be paid reasonable expenses incurred by him or her, in the performance of his or her duties.

7. CONFLICT OF INTEREST

- a) Members or Directors may contract with the Corporation in the same manner that they may validly contract with corporations in the Province of New Brunswick.
- b) If a Member or Director contracts with the Corporation, or is a Director or an Officer of, or has a material interest in a party that contracts or proposes to contract, then he or she must disclose in writing to the Corporation, and request to have entered in the Minutes of the Board the nature and extent of his or her interest.

- c) The declaration of interest shall be carried out prior to the entering of the contract.
- d) A Member or Director contracting with the corporation shall not be present and shall not vote at any meeting on any resolution to approve the contract.
- e) A Member of the Board of Directors shall not vote on any matter considered by the Board in which the Member has a financial or other interest, and the Member must declare such interest before the vote is taken.

8. COMPOSITION OF THE BOARD

- a) The Board shall have a minimum of ten to a maximum of fifteen members
- b) No person shall serve more than nine consecutive years as a member of the board.
- c) A person who has served nine consecutive years as a member of the board is not eligible to serve again as a member of the board of directors until one year after the person ceased to serve as a member of the board of directors.
- d) The following persons are not eligible to serve as members of the board:
 - (1) An employee of the nursing home;
 - (2) The spouse, child, parent, brother or sister of an employee of the nursing home;
 - (3) An employee of the Department of Social Development;
 - (4) A member of the Legislative Assembly of New Brunswick; or
 - (5) A health care professional delivering health care services to the residents of the nursing home or receiving a retainer from the nursing home.
- e) A person who selects or appoints a member to the board of directors shall attempt to ensure that the selection or appointment results in the composition of the board of directors generally reflects the composition of the population of the community served by York Care Centre.

9. REGULAR MEETINGS OF THE BOARD

- a) Meetings of the Board may be held either at York Care Centre, or elsewhere as the Directors may from time to time determine, provided that at least quarterly meetings are held in each fiscal year.
- b) A meeting of the Board may be held without notice immediately following the Annual Members Meeting of the Corporation.
- c) Any other Notice of regular meetings may be served at least 24 hours in advance of the meeting.
- d) Non-Board Members may attend meetings of the Board, only upon:
 - 1) Invitation by the Chair.

- 2) Invitation by a resolution of the Board.

10. QUORUM OF BOARD AND COMMITTEES

A quorum for meetings of the Board and Committees of the Board shall consist of not less than fifty percent (50%) of the Members of the Board or the Committee respectively.

11. ATTENDANCE AT MEETINGS

Regular attendance at board and committee meetings is essential for the effective functioning of the Board. Board members are expected to attend a minimum of 75% of all scheduled meetings. Should a member be unable to attend meetings, regrets must be given within twenty four hours prior to the meeting. Members who fail to meet the 75% attendance threshold without preauthorization from the Chair may be asked to vacate the board membership.

12. CHAIR

- a) The Chair of the Board.
- b) The Vice-Chair of the Board if the Chair is absent.
- c) An elected Chair if the Chair and Vice-Chair are absent.

13. SPECIAL MEETINGS OF THE BOARD

- a) The Chair or, in his or her absence, the Vice-Chair of the Board may call special meetings.
- b) If three Directors request in writing, which writing shall contain details on the topic to be considered, the Secretary of the Board shall call a meeting of the Board.
- c) Notification of any such meeting shall be given by email, telephone or in writing to each Director at least 24 hours in advance of the meeting, and such notification shall specify the topic to be considered.
- d) Such meeting shall be held no later than one week from the date when the Secretary has been requested to call the meeting. If the Secretary does not call the meeting, any Director may call such meeting by one-quarter of the Directors acting jointly.

14. VOTING

- a) At any meeting, each Member or Director shall have the right to exercise one vote. The Chair shall not vote with the exception that, in the case of an equality of votes, the Chair shall have the deciding vote.
- b) Unless the Chair deems it desirable to take a secret ballot, every question shall be decided in the first instance by a show of hands.
- c) For other matters, a ballot may be held if so demanded by any Member or Director present.

15. OFFICERS OF BOARD AND CHAIRS OF STANDING COMMITTEES

- a) The Chair, Vice-Chair, Secretary, and Treasurer of the Board shall be the same persons as a reelected to the same positions of York County Properties Inc.
- b) The Standing Committees of the Corporation shall be:
 - 1) Executive
 - 2) Finance and Administration
 - 3) Care Services
 - 4) Governance and Audit
 - 5) Ethics and Research

16. COMMITTEES OF THE BOARD

- a) The Chair of each Committee shall select their Committee members from the Board on an annual basis, subject to review and approval by the Board of Directors. All Board members should serve on at least one committee.
- b) Each Standing Committee of the corporation shall develop Terms of Reference to be reviewed by the Governance and Audit Committee and approved by the Board.
- c) The Board may, at any meeting, appoint any Special Committee and name the Chair and its members.
- d) Special Committees shall confine their deliberations to the matters prescribed in their terms of reference.
- e) The Board may dissolve any Special Committee at any time.
- f) The Committee Chair, with the approval of the Board, may appoint community members to the committee he/she chairs. A community member shall have the same privileges as a director of the board, but only at the committee level. A community member shall be appointed for a two-year term which will be renewable at the discretion of the Board.
- g) The following shall be members of the appropriate committees:
 - 1) Executive Committee
The Executive Committee shall be the same Committee as that established for York County Properties Inc.
 - 2) Finance and Administration Committee
The Finance and Administration Committee shall be the same Committee as that established for York County Properties Inc.
 - 3) Care Services Committee
The Care Services Committee shall be the same Committee as that established for York County Properties Inc.
 - 4) Governance and Audit Committee
The Governance and Audit Committee shall be the same Committee as that established for York

County Properties Inc.

5) Ethics and Research Committee

The Ethics and Research Committee shall be the same Committee as that established for York County Properties Inc.

6) Standing Committees shall have at least two other Board Members in addition to the Chair.

17. EXECUTIVE COMMITTEE

The Executive Committee shall exercise the full powers of the Board, except those duties stated in Article 27, in the management and direction of the Corporation: when delegated by the Board; in emergency circumstances between Board meetings.

18. PROCEDURES

- a) The statutory declaration of the Secretary that notice has been given pursuant to the Bylaws shall be sufficient and conclusive evidence of the giving of such notice.
- b) No error or omission in giving notice for a meeting of the Board shall invalidate or make void any proceedings taken or had at such meeting and any member may, at any time, waive notice of any such meeting and may ratify and approve any or all proceedings taken or had thereat.
- c) Minutes shall be kept for all meetings of the Board and all meetings of the Committees.
- d) Questions arising at any meeting of the Board and Committees shall be decided by majority of votes. The Chair shall not vote with the exception that, in the case of an equality of votes, the Chair shall have the deciding vote, all votes to be taken by a show of hands. A declaration by the Chair that a resolution has been carried and any entry to that effect in the Minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution. The names of the Proposer and Seconder of each resolution shall be recorded in the Minutes.

19. DUTIES OF THE CHAIR

The Chair of the Board shall:

- a) Preside at the Annual Members Meeting and at all meetings of the Board of Directors.
- b) Be Chair of the Executive Committee.
- c) Be a member ex-officio, with voting privileges, of all Standing and Special Committees.
- d) Report at each Annual Members Meeting concerning the operation of the Corporation.
- e) Represent York Care Centre Inc. at public or official functions.
- f) Sign all instruments which require the Chair's signature, perform all duties incident to the office and shall have such powers and duties as may from time to time be assigned by the Board.

20. DUTIES OF THE VICE- CHAIR

The Vice-Chair of the Board shall:

- a) Be the Vice- Chair of the Corporation.
- b) Have all the powers and perform all the duties of the Chair in the absence or disability of the Chair.
- c) Perform such other duties as the Board may direct.

21. DUTIES OF THE TREASURER

The Treasurer of the Corporation shall:

- a) Be the custodian of the Books of Accounts and accounting records of the Corporation as required to be kept by provisions of the Companies Act and other applicable Legislation.
- b) Submit a financial statement at each regular meeting of the Board, indicating the financial position of York Care Centre Inc. at the close of the preceding period.
- c) Have all accounts audited by an auditor appointed at the Annual Members Meeting of the Corporation.
- d) Perform such other duties as the Board may direct.
- e) The Treasurer shall, upon request by a Member of the Board, make available for examination the books and accounts of the Corporation at all reasonable times during business hours.

22. DUTIES OF THE SECRETARY

The Secretary shall:

- a) Attend the Annual Members Meeting and all meetings of the Board.
- b) Keep a record of all Minutes.
- c) Attend to all official Board correspondence.
- d) Prepare all reports required under any Act or Regulation of the Province of New Brunswick.
- e) Be the custodian of all Minute Books, Documents and Registers of the Corporation required to be kept by the provisions of the Companies Act.
- f) Be the custodian of the Corporate Seal.
- g) Keep copies of all testamentary documents and trust instruments by which benefits are given, bequeathed or devised to or for the use of the Corporation.
- h) Perform such other duties as the Board may direct.
- i) Sign with the Chair or other signing officer or officers of the Corporation such instruments as require such signature.
- j) Issue or cause to be issued Notices of all Meetings.
- k) Keep a book wherein shall be recorded the following:

- 1) A copy of the Special Act and copy of the Incorporation and any amending Statutes and copies of all Bylaws.
- 2) The names of all persons who are or have been Members of the Corporation.
- 3) The address of every person while a Member.
- 4) The names and addresses of all persons who are or have been Directors of the Corporation, with the several dates at which each became or ceased to be such a Director.

23. BONDING

- a) Directors, Officers and Employees, as the Board may designate, shall secure from a guarantee company, a bond of fidelity in an amount approved by the Board.
- b) At the discretion of the Board, the requirements of subsection a) may be met by a blanket position bond.
- c) All costs of fidelity bonds shall be paid by the Corporation.

24. PROTECTION OF DIRECTORS

- a) Each and every Director of the Corporation, each and every member of any Committee created hereunder of York Care Centre Inc., hereinafter referred to as the Director or member, shall assume office on the express understanding, agreement and condition that every Director or member of the Corporation and his or her heirs, executors or administrators, estate and effects respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the Corporation from and against all costs, losses, charges and expenses whatsoever which such Director or member sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him or her for or in respect to any act, deed, matter or thing whatsoever made, done or permitted by him or her in or about the execution of the duties of his or her office, and also against all other costs, losses, charges and expenses whatsoever, including travelling expenses, which he or she sustains or incurs in or about or in relation to the affairs of the Corporation except such costs, losses, charges or expenses as are occasioned by his or her own willful neglect or default. No Director or member, for the time being, of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other Director, member, Officer or Employee of the Corporation or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by order of the Board for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the money of or belonging to the Corporation shall be placed out or invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom or which any moneys, securities or effects of the Corporation shall be lodged or deposited or for any loss, damage or misfortune whatsoever which may happen to the Corporation in the execution of the duties of

his or her respective office or trust or in relation thereto unless the same shall happen by or through his or her own willful neglect or default.

- b) In addition to and not to restrict the generality of the foregoing, the Corporation shall further indemnify and save harmless any Director or member, its staff and any witnesses or proceedings or investigations before the Board or any Committee for anything said or done in good faith in the course of any meeting, proceedings or other investigation or other witnesses of a Committee of the Board.

25. BANKING

- a) The Chair, Treasurer or Secretary, and the President and Chief Executive Officer or Comptroller, jointly are hereby authorized and in the name of the Corporation:

- 1) To draw, accept, sign and make all or any bills of exchange, promissory notes, cheques and orders for payment of money.
- 2) Subject to the approval of the Board, to assign and transfer to the bank all or any stocks, bonds and other securities.
- 3) Subject to the approval of the Board, from time to time to borrow money from a bank by incurring an overdraft or otherwise.
- 4) Generally, for and in the name and on behalf of York Care Centre Inc., to transact with the said bank any business they may think fit.

- b) Any officer of the Corporation or any official as may from time to time be designated by the Board is hereby authorized on behalf of the Corporation:

- 1) To negotiate with, deposit with, endorse or transfer to a bank, but for the credit of the Corporation only, all or any bills of exchange, promissory notes, cheques or orders for the payment of money and other negotiable paper.
- 2) From time to time to arrange, settle, balance and certify all books and accounts between the Corporation and the Corporation's Bank.
- 3) To receive all paid cheques and vouchers.
- 4) To sign the Bank's form of settlement of balances and release.
- 5) To receive all monies and to give receipts for same.

26. EXECUTION OF CONTRACTS

- a) The Chair or, in the Chair's absence, the Vice-Chair and the Secretary or, in the Secretary's absence, the Treasurer, shall sign on behalf of the Corporation and affix the Corporate Seal to all contracts, agreements or other documents requiring the Corporate Seal.
- b) The Board shall, by resolution, authorize for execution any other document by the President and Chief

Executive Officer or such other officers or employees as the Board may deem necessary.

- c) Deeds, transfer documents, assignments, contracts and obligations on behalf of the Corporation may be signed by the Chair or, in the Chair's absence, the Vice-Chair and the Secretary or, in the Secretary's absence, the Treasurer, and the Corporate Seal shall be affixed to such instruments.

27. CORPORATE FUNDS

- a) The Board may transfer or loan funds, or other financial instruments, with interest to be established by the Finance and Administration Committee, to Corporate Affiliates or to a Foundation that has as its purposes and objects those that are in agreement with the purposes and objects of this corporation.
- b) The Board may invest in securities authorized by the Trustee Act of the Province of New Brunswick, the following:
- 1) All endowment monies bequeathed in trust to the Board for the use of the Corporation or other monies accruing to the Corporation by lawful means;
 - 2) All Corporation monies not required for operating expenses.
- c) Notwithstanding the provision of Paragraph a), the Board may, in its discretion, retain investments not authorized by the Trustee Act which are given or bequeathed to the Corporation in specie.
- d) No benefit given, devised or bequeathed in trust to or for the use of the Corporation for endowment purposes, shall be hypothecated, transferred or assigned to obtain credit or to receive funds.

28. AUDITOR

At each Annual Members Meeting of the Corporation, an Auditor shall be appointed for the purpose of auditing and verifying the accounts of the Corporation for the current year, and the report shall be submitted at the next Annual Members Meeting.

The Auditor shall not be a Member of the Corporation.

The Auditor shall not be in partnership with a Member of the Corporation nor be an employee, nor spouse of a Member of the Corporation. The remuneration of the Auditor shall be determined from time to time by the Board.

29. OTHER SERVICES

The Board may also from time to time require other services, such as legal and medical, which may be required on an ongoing basis, and for which a professional fee may be paid, or require the provision of goods with a high service content and not ordinarily subject to the tendering process. Should such a service be required, the individual or firm may be appointed by the Board, by appropriate means.

The individual or individuals so appointed shall not be a Member of the Corporation, nor shall they be in a partnership with a Member of the Corporation, nor an employee, nor a spouse of a Member of the Corporation.

The remuneration for such a service shall be determined from time to time by the Board.

30. APPOINTMENT AND DUTIES OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

- a) The President and Chief Executive Officer shall be appointed or dismissed, only by resolution of the Board of Directors.
- b) The Board of Directors shall appoint a President and Chief Executive Officer whose qualifications, authority and duties shall be defined in a written statement approved by the Board of Directors. The President and Chief Executive Officer shall be responsible to the Board for the operation of York Care Centre Inc.
- c) The President and Chief Executive Officer should be qualified by education and/or experience appropriate to the discharge of the required duties.
- d) The President and Chief Executive Officer, acting within Policies and authority established by the Board of Directors, shall be the Chief Executive Officer and responsible for the management of York Care Centre Inc.
- e) The President and Chief Executive Officer shall be a non-voting ex-officio member of all Standing Committees of the Board except the Governance and Audit Committee.

31. RESERVE OR TRUST FUNDS

The Board may from time to time set aside such sums as they deem fit as a reserve fund or funds to meet contingencies for repairing, improving and maintaining any of the property of the Corporation, replacing wasting assets, forming an insurance fund and for such other purposes as the Board shall, in their absolute discretion, think conducive to the interest of the Corporation. It may divide the reserve fund into such special funds as may be thought fit, with full power to employ the assets constituting the reserve fund in the business of the Corporation without being bound to keep the same separate from other assets.

32. AMENDMENT OF BYLAWS

These Bylaws may be amended at an annual, regular or special Meeting of the Board of York Care Centre Inc., but such amendments require a minimum of one month's Notice of Motion. The Notice of Motion must be submitted in writing with the proposed amendment, together with the names of the Mover and Seconder and shall be posted at York Care Centre for a period of at least ten days prior to the meeting at which the amendment is to be moved. Such amendment shall be circulated to the Board Members and, for adoption, shall require a two-thirds majority of those present, provided a quorum is present. Such amendments shall be

effective when approved by the Board of Directors and subject to conformity with the Provincial Acts and Regulations.

33. REPEAL

ALL BYLAWS hereto enacted are repealed from and after coming into force of this Bylaw No. 1 without prejudice to any action theretofore taken hereunder.

34. COMING INTO FORCE

Enacted this ^{xx} day of xxxxxxxx, 2022

WITNESS the Corporate Seal of the Corporation

Lyne St. Pierre-Ellis, Chair

Wayne Snowdon, Secretary

YORK CARE CENTRE Corporate Governance Policy	
Type: Governance Process	Date Issued: November 30, 2009
Title: BOARD COMMITTEE PRINCIPLES	Page: 1 of 1
Approved by: Board of Directors	Gov-B-105
Date Reviewed/Revised: 11/16, <u>11/22</u>	

Board committees shall function so as to reinforce the wholeness of the Board's ~~job~~ responsibilities and so as never to interfere with delegation from Board to President & CEO.

Accordingly:

1. Board Committees shall be established and their respective Terms of Reference (TOR) developed, in accordance with the Corporation's by-laws. These TOR must be approved by the board.
2. Board committees exist ~~only~~ to help the Board ~~carry out its responsibilities. do its job, not to do staff work.~~ All committee terms of reference shall be approved by the Board of Directors. Committees ordinarily shall assist the Board by preparing policy alternatives and their implications for Board deliberation.
3. Board committee ~~members~~ may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority shall be carefully stated in order not to conflict with authority delegated to the President & CEO.
4. Board committees ~~ss~~ cannot exercise authority over staff. Because the President & CEO works for the full Board, he or she shall not be required to obtain approval of a Board committee before an executive action.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: November 30, 2009
Title: CHAIRPERSON'S ROLE	Page: 1 of 1
Approved by: Board of Directors	#: Gov-C-125
Date Reviewed/Revised: 11/16, <u>11/22</u>	

The chairperson assures the integrity and fulfillment of the Board's processes and, ~~may secondarily, occasionally represents~~ the Board to outside parties and the public.

Accordingly:

1. The ~~job result of the~~ chairperson ~~shall ensure is~~ that the Board ~~acts within~~ ~~behaves consistently with~~ its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content shall be only issues that, according to Board policy, clearly belong to the Board to decide, not the President & CEO.
 - b. Deliberation shall be fair, open, and thorough but also timely, orderly, and to the point.
2. The authority of the chairperson consists of making decisions that fall within topics covered by Board policies on ~~g~~Governance ~~p~~Process and Board-President & CEO ~~l~~inkage, except where the Board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The chairperson is empowered to chair Board meetings with all the commonly accepted authority of that position (for example, ruling, recognizing).
 - b. The chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the President & CEO, except when so directed by the Board.
 - c. The chairperson, when the Board so directs, ~~may shall~~ represent the Board to outside parties.
 - d. The chairperson may delegate this authority but remains accountable for its use.

The Chairperson and the President & CEO shall confer on communications with the government and the public as required ~~in the circumstances~~.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: March 2005
Title: CHANGE IN MEMBERSHIP	Page: 1 of 1
Approved by: Board of Directors	Gov-C-126
Date Reviewed/Revised: 11/16, <u>11/22</u>	

The President and Chief Executive Officer shall notify the Director of Nursing Home Services, of any change in membership of the Board of Directors within 15 days of the change.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: September 13, 2012
Title: CONFLICTS OF INTEREST (RESOLVING)	Page: 1 of 1
Approved by: Board of Directors	#: Gov-C-127
Date Reviewed/Revised: 11/16, <u>11/22</u>	

Further to the policy entitled “Board Members Code of Conduct” the process herein described ~~is~~ intended to inform members on how to declare and seek resolution of any situation where they may have a private or personal interest sufficient to appear to influence the objective exercise of their responsibilities.

ACCORDINGLY:

- ~~1. At the outset it must be recognized by all that a conflict of interest is not an accusation.~~
- ~~2.1.~~ Members must be prepared to take action on any conflict of interest situation by recognizing it, disclosing it and removing themselves from decision making and ideally from the entire discussion.
- ~~3.2.~~ Members, depending on the sensitivities and complexities of the situation, are to disclose immediately any conflict of interest situation to either the Board as a whole or privately to the Chair of the Board.
- ~~4.3.~~ The Board or Chair will undertake whatever investigation is required and inform the member and the Board of the outcome and action to be taken.
- ~~5.4.~~ The Board or Chair will ensure that conflict of interest situations are resolved on a timely basis.
- ~~6.5.~~ Should the Board or Chair have reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest situations the member will be informed of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- ~~7.6.~~ After hearing the member’s response and after making further investigation as warranted by the circumstances should the Board or Chair determine that the member has failed to disclose an actual or possible conflict of interest situation the member will be informed of any appropriate disciplinary and corrective action that will be taken.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: November 30, 2009
Title: Cost of Governance	Page: 1 of 1
Approved by: <i>Board of Directors</i>	Gov-C-130
Date Reviewed/Revised: 11/16, <u>11/22</u>	

~~Because poor governance costs more than learning to govern well, the Board shall invest in its governance capacity.~~

Accordingly:

1. Board skills, methods, and supports shall be sufficient to assure governing with excellence.
 - a. ~~Education will be provided~~ ~~Training and retraining shall be used~~ to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - b. Outside monitoring assistance may be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
 - c. Outreach mechanisms shall be used as needed to ensure the Board's ability to listen to various viewpoints and values from outside the Corporation

~~2. Costs shall be prudently incurred, though not at the expense of endangering the development and maintenance of excellence.~~

3. York Care Center's annual budget shall contain a specific line item to cover costs incurred under this policy.

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YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: November 30, 2009
Title: Communication to Government, Regulators and Stakeholders	Page: 1 of 1
Approved by: Board of Directors	Gov-C-135
Date Reviewed/Revised: 11/16, <u>11/22</u>	

The Board shall communicate in an open and transparent manner through the President & CEO and the Board chair to keep the government, regulators, stakeholders and the public informed about the status of the Corporation.

Accordingly:

Public

~~1.~~ 1. The Board shall, as a minimum, produce and publish an annual public report, ~~which shall be forwarded to key stakeholders and media in New Brunswick and shall be made available to the public upon request.~~

1. ~~2.~~ The Board shall generally respond to the media through the President & CEO. With respect to specific issues the Board may choose to respond through the Chair

3. Information regarding the Corporation shall be made available upon request except that which is protected by law or is deemed confidential by senior management to protect the interests of the Corporation ~~or market participants.~~

4. ~~The chairperson and the President and CEO shall confer on communications with the government and the public as required.~~

Government

~~1.~~ The Chair and the President & CEO shall establish and maintain a communication link with government representatives. ~~The Chairperson and the President & CEO shall confer on communications with the Government and the public as required in the circumstances.~~

Regulators

1. The Board shall ensure that corporate communication with regulators occurs in a transparent and cooperative fashion and that all filings occur in a timely manner.



CARE SERVICES COMMITTEE

Terms of Reference

Background

The Care Services Committee is a standing committee established by the Board of Directors in compliance with its corporate bylaws.

Purpose

The purpose of the Committee is to make recommendations to the Board to ensure efficient, effective use of all corporate resources in the delivery of quality person-centered, tenants and client services to York Care Centre's residents.

Scope

The Committee will provide recommendations to the development and operation of policies, processes and procedures, which include:

1. Providing advice, recommendations and comments on the development and review of strategic objective srelated to the delivery of person -centered, tenant and client services.
2. Reviewing and recommending policies designed to support the achievement of objectives adopted by theBoard concerning resident care and quality of life.
3. Monitoring, receiving and reviewing reports, recommending their approval, or other action, to the Board, and monitoring reports based on staff reports, implementation and operation of anyapproved actions.
4. Evaluating information and recommendations presented by management to ensure optimal residentlifestyles and appropriate levels of care are achieved.

Structure

Reporting to the Board of Directors, the membership of the committee will consist of a chairperson, and a minimum of two board members all appointed by the board from within its membership, the President and CEO and other members of the senior leadership team as non-voting members. As required, other guests may be invited at the discretion of the Chair to support discussion. The Committee may add community members.

All committee members will be appointed for a two-year term, with the option to serve additional terms.

Quorum

A quorum shall consist of at least 50% of the members.

Meeting Frequency

The Committee will meet at least four times per year, or at request of the Chair.



FINANCE AND ADMINISTRATION COMMITTEE

Terms of Reference

Background

The Finance & Administration Committee is a standing committee established by the Board of Directors in compliance with its corporate bylaws.

Purpose

The purpose of the Committee is to make recommendations to assist the Board in fulfilling financial oversight and to help govern management administration related to financial budgeting and reporting, human resources, and overall administration.

Scope

The Committee will provide advice and/or recommendations in relation to the development and operation of relevant policies, processes and/or procedures, which may include:

1. Reviewing and recommending approval of an annual operating and capital budget.
2. Reviewing regular and ad hoc financial statements and recommending their approval, or other action, to the Board and monitoring implementation and operation of any approved actions.
3. Reviewing, together with the Chair of the Governance and Audit Committee, the financial audit results, and external auditors' recommendations with the President & CEO, leading to the development of a plan of action in response to the results and recommendations to bring forward to the Board.
4. Reviewing human resource policies and programs, and when applicable, recommending action to the Board and monitoring implementation and operation of any approved actions.
5. Reviewing and recommending approval of remuneration and benefits packages associated with non-bargaining personnel to the Board.
6. Recommend approval of collective agreements as negotiated through the New Brunswick Association of Nursing Homes and the New Brunswick Nurses Union and the Canadian Union of Public Employees to the Board.
7. Reviewing environmental services and housing reports regarding the maintenance, replacement and/or upgrade of infrastructure and equipment, and when applicable, recommending action to the Board.
8. Reviewing information technology and any other administration and/or care support services reports, and when applicable, recommending action to the Board and monitoring the implementation and operation of any approved actions.

Structure

Reporting to the Board, the membership of The Committee includes the Treasurer (Chair) and Vice Chair, appointed, with a minimum of two board members all appointed from within its membership. The President & CEO and other appropriate members of the senior leadership team as non-voting members. As required, other guests may be invited at the discretion of the Chair to support discussion. The Committee may add community members. All committee members will be appointed for a two-year term, with the option to serve additional terms.

Quorum

A quorum shall consist of at least 50% of the members.

Meeting Frequency

The Committee will meet at least quarterly, or at request of the Chair.



GOVERNANCE & AUDIT COMMITTEE

Terms of Reference

Background

The Governance & Audit Committee is a standing committee established by the Board of Directors in compliance with its corporate bylaws.

Purpose

The purpose of the Committee is to make recommendations to assist the Board by providing advice, recommendations and comments on the development and review of policies, processes and procedures and its financial and licensing oversight responsibilities and promote community engagement.

Scope

The Committee will provide recommendations to the development and operation of governance, financial and licensing policies, processes and procedures, which include:

1. The roles and responsibilities of the Board of Directors, Committees and officers.
2. The nomination, selection, orientation, training of members of the Board of Directors.
3. Monitoring attendance and behaviors of Board and Community members, and recommending appropriate actions as required.
4. An annual assessment of the Board of Directors and committees.
5. Matters pertaining to conflict of interest.
6. Reviewing and recommending the appointment, scope and fees of the external auditors to the Board of Directors.
7. Receiving and reviewing the results of the external audit, financials and procedures with the Chair of the Finance and Administration Committee and the President and CEO and making recommendations to the Board of Directors.
8. Reviewing and recommending the inspection results regarding service requirements in alignment with the Nursing Homes Act and Regulations with the Chair of the Care Committee and President and CEO and report recommendations to the Board for review.
9. Making recommendations to the Board regarding community engagement and partnerships.

Structure

Reporting to the Board of Directors, the membership of the Committee includes the Chair with a minimum of two board members all appointed by the board from within its membership. The President and CEO and other appropriate members of the senior leadership team as non-voting members. As required, other guests may be invited at the discretion of the Chair to support discussion. The Committee may add community members. All committee members will be appointed for a two- year term, with the option to serve additional terms.

Quorum

A quorum shall consist of at least 50% of the members.

Meeting Frequency

The Committee will meet at least quarterly, or at the request of the Chair.



RESEARCH & ETHICS COMMITTEE

Terms of Reference

Background

The Research and Ethics Committee is a standing committee established by the Board of Directors in compliance with its corporate bylaws.

Purpose

The purpose of the Committee is to make recommendations to the Board to ensure that ethical standards and research activities reflect the Vision, Mission and Values of the organization.

Scope

The Committee is focused on providing an academic/research environment that promotes professional development and stimulates research activity combined with and applied to a full suite of long-term care services.

1. Ensure appropriate policies are in place that respect the ethical standards of the organization as well as applicable privacy legislation.
2. Reviews the Code of Ethics on an annual basis and make recommendations to the Board if changes are required.
3. Reviewing policies proposed by the President & CEO related to ethical and research matters and recommending those that it supports for approval by the Board of Directors.
4. Encouraging innovation, health promotion and knowledge transfer through the following 2020-2025 strategic research goals:
 - To increase involvement in research activities that focus on promotion and improving the social, emotional and physical wellbeing of seniors
 - To foster relationships with researchers, stakeholders and members of the community
 - To promote and support the translation and transfer of research outcomes, new knowledge and innovation to the betterment of the aging population
5. To foster relationships with researchers, stakeholders and members of the community
6. To promote and support the translation and transfer of research outcomes, new knowledge and innovation to the betterment of the aging population
7. Review and approve proposed research initiatives; monitor related President and CEO actions in support and, when necessary, recommend action for the Board's consideration.
8. Monitor adherence to the Code of Ethics and initial goals and objectives based on staff responsibilities of all research projects and, when necessary, recommend remedial action for the Board's consideration.
9. Ensure that research activity remains directed at producing benefits for residents while enhancing the financial status of YGC.

Structure

Reporting to the Board, the membership of the committee includes the Chair, with a minimum of two board members all appointed by the board from within its membership. The President and CEO and other appropriate members of the senior leadership team as non-voting members. As required, other guests may be invited at the discretion of the Chair to support discussion. The Committee may add community members.

All committee members will be appointed for a two-year term, with the option to serve additional terms.

Quorum

A quorum shall consist of at least 50% of the members.

Meeting Frequency

The Committee will meet at least quarterly, or at the request of the Chair.



Report to the Board

President & Chief Executive Officer

For the period: October 1 – Nov 22, 2022

Prepared By:

Gerri Geldart, President & Chief Executive Officer
Presented on November 28, 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 2 is attached to this report. ***Of the 6 objectives that have a Quarter 2 target completion date, three have been completed, two are falling behind and one has not yet started.***
- Our Key Performance Indicator dashboard is also attached.

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%	25 %	
Resources	Target (goals)	10	4	3	9	
	Avg % Progress	68%	70%	10%	22	
Environment	Target (goals)	10	2	3	5	
	Avg % Progress	74%	55%	47%		
Partnerships	Target (goals)	7	3	3	40	
	Avg % Progress	100%	67%	42%	%	
Research	Target (goals)	8	2	3	5	
	Avg % Progress	94%	100%	42%	38 %	

Year End Target (# of goals)	40	14	15	35
% of Annual Goals Achieved	86%	71%	40%	31 %
Target for Quarter 1 & 2				137 %

2.0 CARE SERVICES

2.1 CURRENT PANDEMIC STATUS & HIGHLIGHTS

- Covid continues to be present in our community and in our facility.
- During Quarter 2, 19 residents contracted the virus and no deaths resulted from these infections. Isolated outbreaks continue to occur within our facility, but our team has been managing these well. There were only 52 days in outbreak status in the second quarter compared to 178 in Quarter 1.
- 93% of our residents are fully vaccinated for COVID. Influenza vaccination clinics are now underway and uptake has been strong.
- Staff absenteeism due to COVID has been relatively steady over the fall months. We did not see an unusual peak after the late summer/early fall festivals – but we are far from free of COVID.
- Our absenteeism improved somewhat in Quarter 2 – down to 16 days per FTE (standardized) from 20 days in Quarter 1.
- Grievances for the 5 of the unvaccinated employees who have not yet returned to work were referred to arbitration. A mediation process was agreed to by both parties. Talks are underway.

2.2 ADULT DAY PROGRAM

- The Adult Day Program re-opened in mid-September. Initially operating only three days per week, we are now at the point where enrollment justifies moving to a five day per week operation. We are the only ADP operating in the Fredericton area.

2.3 NURSING HOME INSPECTION

- 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. “
- We met recently with our Liaison Officer to review the methodology for calculating compliance with our funded staffing levels. Based on this discussion, the LO has agreed to re-state our staffing ratios (an improvement). Although we are still not at the level required by the standards, we have shown gradual improvement and if this continues, there is a possibility this infraction will be resolved before our next license is issued.
- There is an irony here, however. The indicator looks at the percentage of RN / LPN / RA worked hours. This specific criterion does not consider the total number of worked hours and how this compares to the standard. Our ratio may improve, but we will still be providing fewer hours than the standard requires. For the most recent 4-week period, we were short 94 worked hours per day.

2.4 KNOWLEDGE EXCHANGE WITH DENMARK

- Justine Henry and I had the wonderful opportunity to join a knowledge exchange trip to Denmark with the New Brunswick Continuing Care Safety Association 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.
- We spent time with the manufacturer in their training facility where we could be hands-on with the technology. We were also able to visit two nursing homes who use this technology (or alternate technology). We were disappointed that a third home had to cancel our visit due to COVID.
- UNB will take the next step of bringing the product to a research lab in Canada to test the physical demand parameters. Once the product is approved for use in Canada, York Care Centre will become a test site for user acceptability.
- This technology has the potential to reduce workplace injuries and reduce the number of staff who are required to turn/re-position a resident.

2.5 SENIORS QUALITY LEAP INITIATIVE

- SQLI is an international collaborative focused on improving the care in long term care facilities. YCC has been a member for several years. The group held its first in-person meeting in over two years in Toronto in October. Jamie Roy represented YCC.
- The collaborative will be conducting the annual Resident /Family Quality of Life survey this fall. All surveys must be completed by Dec 31.

3.0 PEOPLE AND CULTURE

3.1 RECRUITMENT

- During Q2 we hired 30 new staff members. Recruitment efforts have been offset by the loss of 2 employees who retired and 26 who resigned.
- We are active partners in the provincial government’s recruitment / immigration efforts. We have successfully recruited one IEN and we are hoping for others. NBANH has been attending several international recruitment missions and we have been invited to share our

recruitment requirements. NBANH would do initial “on-site” screening. They would then coordinate a virtual interview with our staff which could lead to a conditional job offer. GNB would then assist with the immigration requirements... much of which could be addressed while the team is on-site. Missions have travelled to London, Paris and Morocco. A mission to the Philippines is planned for February.

- A Resident Training Program was offered in November. 9 of 12 participants successfully completed the program and have accepted job offers with YCC.

3.2 STAFF RECOGNITION / APPRECIATION

- We know that our staff have carried an exceptional workload over the past few months. We held a staff appreciation day on November 2, providing a catered meal to all staff members. Several board members helped us with the meal distribution. Although a bit chaotic for a few minutes...everyone was fed...and almost everyone was happy.
- The Family Advisory Committee also wanted to acknowledge the staff. They spent a day delivering sweet treats to all staff areas...again much appreciated.
- Plans are underway for the Staff Christmas party – being held at the Crowne Plaza on November 26th.
- The annual staff turkey dinner is scheduled for December 7th. Board members are welcome to join us as we serve the meal from Dave’s Café.
- The Senior Team have started work on a Staff Engagement Framework. We hope to bring that to the board in the new year.

4.0 FACILITIES AND INFRASTRUCTURE

4.1 ROOFING REPAIRS

- With funding from the Dept of Social Development (DSD), a roofing assessment was completed. The report rates the status of the Dixon flat roof as Poor (expected life 0-5 years). They recommend a complete replacement of the roof with an expected cost of \$165,000 - \$200,000. Michel Boyer has held further discussions with DSD and expects that this project will be funded as a capital project in 2023/24. It is possible they may fund the Birch Grove roof as part of the same project.
- We remain alert to the potential for leaks in the interim. The Facilities staff have done their best to seal areas at risk for leaks.

5.0 OTHER ITEMS

5.1 FUNDING

- No new funding announcements since last report.
- Three grant applications were submitted.
 - City of Fredericton Community Funding Grant - \$17,800 for the purchase of a Tovertafel table for the Adult Day Program. Tovertafel is an innovative gaming technology, developed in the Netherlands, to improve the life of adults living with dementia by providing means to engage/interact with others around a table-enjoying games, sounds and movement.
 - Healthcare Excellence Canada - \$10,000 to support the development of the Advanced Caregiver Program.
 - Government of Canada – Small Project Component of the Enabling Accessibility Fund - \$12,000 for a wheelchair accessible swing to be installed on YCC grounds.

5.2 MEMORY LANE RECOGNITION

- The Memory Lane Donor Recognition was held on November 1st. A lovely event that was well received.

5.3 CENTRE FOR INNOVATION AND RESEARCH IN AGING

- The CIRA Symposium was held on November 15th. Evaluation results have been very positive. We expect this event will have a positive bottom-line given the strong registration and sponsor numbers.

5.4 DEPARTMENT OF SOCIAL DEVELOPMENT

- The new Nursing Home admission / wait list process has been introduced in a pilot location (Saint John). Introduction throughout the rest of the province has been deferred until 2023. Although we have heard isolated concerns from certain homes in the pilot region, we are optimistic the process will be an improvement. We are watching carefully the interpretation given to matching potential residents with the nature of our care areas. In particular, although we do not have a designated Dementia Care unit, according to DSD, we would like to see that residents admitted to Birch Grove and Tower 2 are appropriate for this area.
- A call for Expression of Interest to participate in Nursing Home Without Walls was sent to all nursing homes. This program, originally a pilot under the Health Senior Pilot Program, provides support to seniors to enable them to stay in their own homes. By leveraging existing programs, services, and expertise combined with funding for new services such as navigation, this program can aid seniors who struggle to access services. 16 new sites will be approved in 2023. We are considering submitting a proposal. The deadline is Dec 3rd.

5.5 NEW BRUNSWICK NURSING HOME ASSOCIATION

- First in-person regional and provincial meetings held in November.
- Region 3 appointed a new administrator to the Boars of Directors – Kathy Jenkins from White Rapids.
- Attendees at the provincial meeting raised several issues of common concern (staffing, excessive absenteeism, inability to compete with Health Authority recruitment incentives, funding and inability to meeting changing standards)
- Negotiations with CUPE have started. Jamie Roy was invited to join the negotiating team.

5.6 IT'S BEGINNING TO LOOK A LOT LIKE CHRISTMAS!

- Thanks to our Activities Staff and our amazing volunteers, Christmas decorations are everywhere! And so are the smiles. Such a spirit boost!

Respectfully Submitted
Geri Geldart
September 28, 2022

Attachments:

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



Operating Plan 2022-23

Q2 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. 	<p><u>NOT STARTED</u> – personnel changes underway.</p> <p><u>ON TRACK</u> - Audit design complete. Audits to begin in Q3</p> <p><u>COMPLETE</u> - Plan developed and implemented.</p> <p><u>ON TRACK</u> – participating in planning sessions with NBCCSA</p> <p><u>COMPLETE</u> – Report presented to Care Services Committee in September 2022</p>
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 	<u>SLIGHT DELAY</u> - Program re-opening in September 2022. Enrollment building
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 	<p><u>ON TRACK</u></p> <p><u>ON TRACK</u></p>

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			
<p>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.</p>			
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)	<ul style="list-style-type: none"> 97-100% total care hour compliance 	COMPLETE - Rotation review complete. End of Q2 – care hour compliance is 87%.
	b. Reduce the number of “dropped shifts” through an analysis of root causes and the implementation of a targeted improvement plan (Kenny / Roy)	<ul style="list-style-type: none"> 20% reduction in “all-cause” dropped shifts by Oct 31 and sustained through 2022/23. 	ON TRACK - Analysis complete. Baseline established. Focus will be on attendance management
	c. Recruit at least one IEN in partnership with the Provincial IEN Recruitment strategy (Kenny)	<ul style="list-style-type: none"> IEN Recruitment – 1 in 2022/23. 	COMPLETE - 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 yr. of hire. 	NOT STARTED - Providing employees advance access to itacit Conducting follow-up with new hires following orientation to identify issues
	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. 	ON TRACK - Trials underway
3. To develop a process on quality improvement.	a. Formalize role and activities within the SQLI framework / program (Roy / Geldart)	<ul style="list-style-type: none"> By Dec 2022, a structured QI program will be developed, describing objectives, KPIs, initiatives and reporting. 	ON TRACK - Orientation calls held with SQLI. J Roy and G Geldart attending the SQLI collaborators meeting in Oct.
	b. Establish a KPI framework for resident quality of care/life and quality of worklife. (SLT)		

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. 	<u>IN PROGRESS</u>
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. 	<u>COMPLETE</u>
	b. Paving of Fire Road. (Boyer)	<ul style="list-style-type: none"> Completion by Oct 31, 2022 	<u>COMPLETE</u>
	c. Update the Disaster and Emergency Response Plan (Boyer)	<ul style="list-style-type: none"> Completion by Sept 30, 2022 	<u>FALLING BEHIND</u> 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 	ON TRACK NOT STARTED COMPLETE COMPLETE Event to be held Nov 2022 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 	<u>FALLING BEHIND</u> – Connections made with NBANH, DSD, Chalmers Foundation, CAN Health Network, UNB- Nursing, UNB-Kinesiology, NBCCSafety Association, City of Fredericton
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. 	ON TRACK COMPLETE

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>COMPLETE & ONGOING</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). Partner applicant on a CF grant with Dr. Sandra Magalhaes. 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>OFF TRACK</p> <p>CIRA page placeholder created. CIRA has access to the WordPress account. Design and content being developed. Further action pending website redesign</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>Have raised over \$15,000. Partnering with UNB, MEKTU, NBHRF & Horizon.</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>COMPLETE</p> <p>First edition issued in September 2022.</p>
	b. Explore research-based models for the sustainability of the organization and funding sources for the commercialization of current research technologies (Henry)		<p>ON TRACK – Ongoing discussion 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	Rank
Family Survey - Trust the staff (SQLI comparator)	85.2	90.4	●
Family survey - Average Score - (SQLI comparator)	80.1	82.6	●

Quality of Care

	Q1 22/23	Q2 22/23	Target	Progr/Rank
Antipsychotics without Dx of psychosis (%)	23	21	TBD	↑
Residents with Pain (% of residents)	6	7	TBD	↓
Residents with Worsened Pain	16	13	TBD	↑
Behavioral Symptoms Improved	8	9	TBD	↑
Behavioral Symptoms Worsened	9	9	TBD	↔
Symptoms of Depression Worsened	14	17	TBD	↓
Falls in last 30 days (% of residents)	20	22	TBD	↓
Falls with injury in last 30 days-as % of those who fell	25%	17%	TBD	●
Respiratory Infections (%)	15	11	TBD	↑
New Pressure Ulcer	3	7	TBD	↓
Pressure Ulcer Worsened	3	7	TBD	↓
Physical Restraints (%)	12	14	TBD	↓
Hospitalizations (%)	3	4	TBD	↓

COVID - Days on Outbreak Status	178	52	0	↑
COVID - % Residents Fully Vaccinated	91	93	98	↑

Dashboard Updated on 22 November, 2022 by Geri Geldart

Resident & Family Survey - YCC 70

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

Quality of Worklife

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

Human Resource Indicators

	Q1 22/23	Q2 22/23	Target	Progress
Care hrs short per day	95	84	0	↑
RN hrs actual to standard (%) in quarter	76%	77%	100%	↑
Retention Rate -12 month look-back	71%	73%	85%	↑
Vacancy Rate - not yet available	N/A	N/A		↔
Resignations within first year of employment	5	9	< 5	↓
Sick time / 1957 paid hours (standardized)	20.2	16.2	17	↑
Overtime % of Pd Hrs in quarter	4.4%	5.3%	< 4%	↓

Financial & Support Indicators

	Q1 22/23	Q2 22/23	Target
YCC YTD Expense Budget to Act Variance	\$ 192,184	\$ 341,135	
YCC YTD Net Surplus(Deficit)	\$ 189,833	\$ 584,631	
YC Foundation - Net Profit YTD	\$ 18,735	\$ 19,318	\$ 26,267
YTD Vacant Bed Day Penalty	\$ 67,500	\$ 2,375	\$ 1,500
YTD Food Cost per Resident Day	\$ 9.80	\$ 9.73	TBD
Recyclables diverted from landfill (Kgs)	102	280	TBD

Operating Plan

	Q1 22/23	Q2 22/23	Q2 Target	Progress
% Objectives achieved	6%	31%	6%	↑
% Objectives Falling Behind	0%	11%	0%	↓



YORK
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DEVELOPMENTS
LIFESTYLE LIVING

BRIEFING NOTE

To: Board of Directors
From: Geri Geldart, President and CEO
Date: November 22, 2022
RE: Change in Practice – Home Support Services

Purpose

To seek the endorsement of the Board for a change in practice affecting the residents of the independent apartments.

Background

It came to my attention recently that YCC “policy” prohibits residents of our independent apartments from receiving home care services. We have not been able to find a written policy for this but current staff have verified that this has been the practice for years. It has been suggested that this practice may have been intended to ensure that residents with care needs transitioned to the assisted living facility...but this is just a theory.

The “Aging In Place” philosophy is one that we support and our current practice is not aligned.

Current Status

We have become aware of tenants who need home support services and believe they now need to move out. We are also aware that some tenants have been receiving home support services but believe they need to hide this to avoid being evicted.

- **We plan to change our practice to permit our tenants to engage with home support agencies as necessary.**

We provide home support services to the residents of Hawkins House. We have inquired with DSD and our home support contract would allow us to extend our service to tenants of our apartments. We are not able to do so at this time, but it is our intention to gradually develop this service so that our staff in Hawkins House could also provide service to the apartment tenants.

Next Steps

1. Engage the support of the Board of Directors
2. Provide a formal notice to the tenants of our independent apartments that they are able to engage home support services.
3. When able, advise the tenants that we provide home support services for a fee.

Geri Geldart



Report from the YCF Board Chair to the YCC Board of Directors November 22, 2022

1. Financials

- The YCF continues to operate with a positive balance. We have a year end profit target of \$26,267. As of the end of September we have reached \$19,318.

2. Memory Lane Campaign

- The formal donor recognition event was held in November 1st.

3. Laugh For Care Dinner

- After several years of trying, we were finally able to hold our Laugh For Care Dinner. Feedback has been positive. The event was profitable but the final number will not be available until later in December. Thanks to everyone for your participation.

4. Bingo is back.

- We have held three Bingo evenings with great participation from residents of YCC and our housing sites as well as families, staff and volunteers.

5. Christmas Wreaths

- Sales have been strong although not quite as strong as last year. Our revenue will also be affected by a price increase from our supplier.

6. 2023

- Dates and venues have been booked for the golf and dinner events in 2023.
- In the new year we will focus on establishing a development strategy.

Respectfully submitted

Hector Losier.