

## Board of Directors AGENDA

Monday June 19, 2023, 5:30pm

Join Zoom Meeting

Zoom link: <https://us02web.zoom.us/j/85910622013>

Meeting ID: 859 1062 2013

Item	Description	MRP
1.0	Call to Order & Introductions	Lyne St-Pierre-Ellis
2.0	Declarations of Conflict of Interest	Lyne St-Pierre-Ellis
3.0	Approval of Previous Minutes: May 1, 2023* (Motion 1)	Lyne St-Pierre-Ellis
4.0	Business Arising	
5.0	New Business	
5.1	<b>Governance &amp; Audit Report*</b>	Gary Beattie
	5.1.1 Audited Financial Statements 2022/2023 (YCC, YDI & CIRA) (Motion 2)	
	5.1.2 Unaudited Financial Statements 2022/2023 (YCP) (Motion 3)	
	5.1.3 York County Properties – Auditing Process	
	5.1.4 Appointment of Auditors (Motion 4)	
	5.1.5 Board Assessment	
	5.1.6 Board Appointments	
	5.1.6.1 Appointments to the Board	
	5.1.6.2 Appointments to Officers	
	5.1.6.3 Appointment of Chairs of Committee (Motion 5&6)	
5.2	<b>Budget Update*</b>	Pierre LeBlanc
	5.2.1 2023-24 Funding from DSD and Certification of Budget Allocation (Motion 7)	
	5.2.2 Revised 2023-24 budget for York Care Centre Inc (Motion 8)	
5.3	<b>Report from the President &amp; CEO*</b>	Geri Geldart
	5.3.1 Quarterly Report	
	5.3.2 Annual Report 2022-23 (Motion 9)	
	5.3.3 Strategic Plan 2020 – 2025 (Motion 10)	
	5.3.4 Operating Plan 2023-24 (Motion 11)	
5.4	<b>YC Foundation Report*</b>	Hector Losier
	5.4.1 Chair Report	
	5.4.2 Annual Report 2023-24	
5.5	<b>Board and Committee Meeting Schedule 2023-24*</b>	Lyne St. Pierre-Ellis
6.0	Date of Next Meeting: TBD	Lyne St. Pierre-Ellis

**Motions:**

1. Be it resolved that the minutes of May 1, 2023 be approved by the Board of Directors as presented.
2. Be it resolved that the board of directors recommend the audited financial statements for YCC, YDI & CIRA be approved by the Board of Directors as presented and recommended for acceptance at the AMM.
3. Be it resolved that the unaudited financial statements for YCP be approved by the Board of Directors as presented and recommended for acceptance at the AMM.
4. Be it resolved that the Board of Directors recommend the appointment of Teed Saunders Doyle go forward to the AMM for approval as the 2023-2024 Auditors.
5. Be it resolved that the Board of Directors recommend the appointment of Lyne St-Pierre-Ellis as chair of the Care Committee.
6. Be it resolved that the Board of Directors recommend the appointment of Deborah Wybou as the chair of the Governance and Audit Committee.
7. Be it resolved that the board of directors accept the total budget funding of \$23,004,219 provided by the Department of Social Development to York Care Centre Inc. and have the Board Chair and President and CEO sign the Certification of Budget Allocation for the 2023-24 fiscal year.
8. Be it resolved that the board of directors approve an amended internal 2023-24 budget for York Care Centre summarized as total revenue of \$24,193,338 and total expenditures of \$24,193,338 for a net surplus of \$0.
9. Be it resolved that the board of directors recommend the annual report go forward to the AMM for approval.
10. Be it resolved that the board of directors recommend the strategic plan go forward to the AMM for approval.
11. Be it resolved that the board of directors recommend the operating plan go forward to the AMM for approval.



**Meeting Minutes of the Board of Directors for York Care Centre, 100 Sunset Drive, Fredericton NB,  
May 1, 2023 @ 5:30pm**

**Present:** Lyne St-Pierre-Ellis, Marjorie Belzile, Gary Beattie, Wayne Snowdon, Doug Holt, Pierre Leblanc, Deborah Wybou, Tracy Burkhardt, Hector Losier (non-voting), Geri Geldart (non-voting)  
**Virtual:** Brenda Bossé, Andrea Seymour, Martin Ferguson, Keith McAlpine  
**Regrets:** Marilyn Born, Trina MacDonald  
**Staff:** Renee Lowe

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**1. Call to Order & Introductions**

The Chairperson, Ms. St-Pierre-Ellis called the meeting to order at 5:30 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. None were identified.

**3. Approval of Agenda**

The item "Seniors Advocate Meeting" was added to the agenda.

***Motion: It was moved by Wayne Snowdon and seconded by Gary Beattie that the agenda be approved as amended.***

***All in favour.***

***Motion carried.***

**4. Minutes – March 27, 2023**

***Motion: It was moved by Gary Beattie and seconded by Marjorie Payne that the minutes of March 27, 2023 be approved as presented.***

***All in favour.***

***Motion carried.***

**5. Business Arising from the Minutes**

**5.1 NB Association of Nursing Homes – AGM & Virtual Conference**

Ms. St-Pierre-Ellis Lyne and Ms. Geldart will be attending the NBANH AGM and conference. Board members are welcome to attend.

**6. Standing Reports**

**6.1 Q4 Report from the President & CEO**

Ms. Geldart highlighted the following from her report:

- The strategic plan is in its final stages.
- We expect to hear that the mask mandate will be lifted, which will bring new challenges.

## YYC Board of Directors Meeting

May 1, 2023

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- We're submitting an enhanced Nursing Home Without Walls proposal, as requested by DSD.
- Seniors Quality Leap Initiative – Quality of Life Survey Results have been presented to the Care Committee.
- International recruitment work is ongoing.
- A letter has been received from the Minister of Social Development approving the sections in our by-laws which require DSD approval. This process is now considered to be complete.
- A wage increase for Home Support Workers (Hawkins House) has been announced by DSD. It is not yet clear if we will receive funding to for a similar increase for the support worker in our Adult Day Program. An inquiry has been sent to DSD.
- Ms. Geldart will be interviewed by the Senior's Advocate group on May 3<sup>rd</sup>.
- The KPI dashboard includes new results for the Quality of Life Surveys for both Residents and Family Members. YCC will conduct its own internal surveys in Q1 or Q2 this year for residents, family and staff. Of the 13 Quality of Care Indicators, 5 improved, 4 remained steady, and 4 worsened (including pain and vaccination status). 66% of the operating plan objectives for 2022/23 were achieved.

### 6.2 Research & Ethics Committee

#### 6.2.1 Q4 Research & Ethics Committee Report of Committee Chair

Mr. McAlpine summarized the Q4 Research & Ethics Committee Report:

- The Code of Ethics will be shared with staff in small snippets through the internal newsletter.
- The CIRA Symposium for this year is scheduled for November 13<sup>th</sup> at the Fredericton Inn; \$6500 in sponsorships have already been secured.
- Two new projects came as a result of spark grant applications: an extension of our PassiveAware program, as well as a Day in the Life which focuses on the dementia population.
- Several programs are wrapping up: Virtual reality program finishes June 30, CanImmunize in October, and MedReviewRX in March 2024.
- St. Thomas University is providing a full-time Research Assistant student, fully funded, for 14 weeks.
- All strategic goals are complete with the exception of developing a CIRA research portal, which has been postponed.

### 6.3 Care Services Committee

#### 6.3.1 Q4 Care Services Report of Committee Chair

Ms. Belzile provided a summary of the meeting of April 20, 2023:

- There was one outbreak on Tower 3 in February/March; 112 residents are fully vaccinated.
- Dr. Beal is retiring; will be with us until the end of the year; Dr. Irrinki is looking for a replacement.
- We held an in-house RA program and graduated and hired 5 new employees from this program.
- We were able to purchase new equipment for residents and staff to enhance care.
- Adult Day Program will be opening full time this month.
- All goals are complete with the exception of bedside audits, 'All the Right Moves' training, and the Adult Day program which will be moved to the next operational plan for 2023-24. Rebuilding of the recreation and volunteer programs and improvements in dietary services will also carry over to the new fiscal year.

- G. Geldart is facilitating the Family Advocacy Council meetings for the near future.

## 6.4 Finance & Administration Committee

### 6.4.1 Q4 Finance & Administration Report of Committee Chair

Mr. LeBlanc presented the Q4 Finance & Administration Report, including the following:

- All companies have a cash balance, all payables can be paid, and all companies are in a break even or surplus position.
- It was noted that the year-to-date surplus dropped by almost \$200,000; this was a planned loss from purchasing new equipment.

It was highlighted that the \$340,000 surplus is only 1.26% of the overall revenue budgets, mostly due to unfilled staff positions. The committee is aware and will looking into this in more detail to see if there are structural issues.

### 6.4.2 Unaudited Financial Statements, February 1 – March 31, 2023

The unaudited financial statements for February – March were included in the meeting package.

***Motion: It was moved by P. LeBlanc and seconded by G. Beattie that the Board of Directors approve the unaudited financial statements from February 1 – March 31, 2023 as presented by the Finance Committee. All in favour.***

***Motion carried.***

## 6.5 Report from the YCF Board Chair

Mr. Losier reported on the work of the foundation, including:

- Laugh for Care is happening October 28, 2023.
- Bingo is well received by the residents.
- The breakfast fundraiser was a good success, raised just under \$3000.
- Golf teams are full. Now working on getting more hole sponsors. Westhill is expanding and we'll be able to have 8-10 more teams next year.
- A garden shed was donated by the carpenter's union; The shed will be sold with all proceeds going to the Foundation.
- Old Time Country Fair is June 3<sup>rd</sup>; the Foundation will be doing a BBQ. Volunteers are needed.
- Working on a Donor Recognition Policy and developing a process to acknowledge donations.
- Reviewing fundraising projects proposals.

## 7.0 New Business

### 7.1 Strategic Plan

Ms. St-Pierre-Ellis presented the draft strategic plan, which was included in the meeting package. The final strategic plan and operating plan will be presented at the June board meeting. The plan didn't change a great deal. There was discussion regarding the research pillar and the need for research to have a direct application to our residents. It was highlighted that part of the operational plan could involve fleshing out the concept of enhancing the philosophy of knowledge to action or innovation. There was discussion regarding establishing future goals that supports the concept of YCC being a Centre of Excellence along with sustainability funding.

It was noted that this will not require a change in the strategic plan, but is an area that the board wants to explore more.

#### **7.2 Garden Committee**

Ms. St-Pierre-Ellis highlighted that the garden committee is in need of volunteers to help with gardening the front beds. Anyone interested can contact Stephanie Seymour.

#### **7.3 Terms of Reference for Sub-Committee**

Ms. St-Pierre-Ellis provided a rationale for the temporary sub-committee to look at a process for the evaluation of the CEO.

***Motion: It was moved by Doug Holt and seconded by Tracey Burkhardt that the Terms of Reference for the Sub-Committee be approved as presented.***

***All in favour.***

***Motion carried.***

#### **7.4 Seniors Advocate Meeting**

Ms. Geldart will be interviewed by the Senior's Advocacy Group this week. There was discussion regarding the points to be addressed, as per an email that Ms. Geldart sent out previously to the board.

#### **7.5 In Camera**

The board met *in camera* to discuss the CEO's performance.

#### **8.0 Date of Next Meeting**

The next regular scheduled board meeting will be held on June 19, 2023.

The meeting was adjourned at 8:45 pm on a motion by W. Snowdon.

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Lyne St-Pierre-Ellis, Chair

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Renee Lowe, Board Coordinator

**YORK CARE CENTRE INC.**  
**Financial Statements**  
**Year Ended March 31, 2023**

**YORK CARE CENTRE INC.**  
**Index to Financial Statements**  
**Year Ended March 31, 2023**

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## INDEPENDENT AUDITORS' REPORT

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To the Board of Directors of York Care Centre Inc.

### *Qualified Opinion*

We have audited the financial statements of York Care Centre Inc. (the "Corporation"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations and changes in net assets (liabilities), operations - operating fund and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### *Basis for Qualified Opinion*

As described in Note 2 to the financial statements, the Corporation has a policy to record depreciation on the original buildings equal to the principal reduction of long-term debt rather than based on estimate useful life which is a departure from ASPNO. The Corporation's records indicate that had management recorded depreciation based on estimated useful lives of buildings, depreciation would be reduced by \$1,168,232 (2022 - \$1,111,765) and net income for the year would have increased by \$1,168,232 (2022 - \$1,111,765). In addition, capital assets and net assets would have increased by \$10,974,145 (2022 - \$8,806,511).

The Corporation has an obligation for post-employment benefits for most of its' employees. The value of the retirement allowance obligation has not been actuarially determined and the amount cannot be reasonably determined by other methods; therefore, no liability has been recorded. These benefits are funded by the Province of New Brunswick at the time the employee receives the benefits. The receivable is not recorded as the amount is not determinable. Due to the absence of the actuarial determination of the retirement allowance obligation, we are unable to determine whether any adjustments were necessary to receivables, revenues or expenditures or to any post-employment benefits assets or liabilities.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

*(continues)*

Independent Auditors' Report to the Board of Directors of York Care Centre Inc. *(continued)*

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

*Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Saint John, New Brunswick  
June 12, 2023

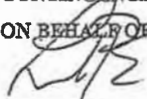
  
CHARTERED PROFESSIONAL ACCOUNTANTS

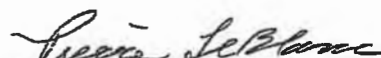
YORK CARE CENTRE INC.

Statement of Financial Position  
March 31, 2023

	Operating Fund	Replacement Reserve	Residents Trust	Activity Fund	2023	2022
<b>ASSETS</b>						
<b>CURRENT</b>						
Cash	\$ 2,141,190	\$ 3,082	\$ 38,033	\$ 2,136	\$ 2,184,441	\$ 1,379,807
Accounts receivable (Note 4)	159,076	-	19,364	-	178,440	225,562
Due from related parties (Note 5)	41,084	-	-	-	41,084	62,143
Inventory	148,059	-	-	-	148,059	122,092
Prepaid expenses	48,059	-	-	-	48,059	43,775
	2,537,468	3,082	57,397	2,136	2,600,083	1,833,380
<b>CAPITAL ASSETS (Note 6)</b>	17,267,996	-	-	-	17,267,996	19,720,916
	\$ 19,805,464	\$ 3,082	\$ 57,397	\$ 2,136	\$ 19,868,079	\$ 21,554,295
<b>LIABILITIES</b>						
<b>CURRENT</b>						
Accounts payable and accrued liabilities (Note 7)	\$ 3,507,141	\$ -	\$ 871	\$ -	\$ 3,508,012	\$ 2,948,911
Deferred revenue	108,802	-	-	-	108,802	110,179
Current portion of long term debt (Note 8)	2,230,292	-	-	-	2,230,292	2,167,739
	5,846,235	-	871	-	5,847,106	5,226,829
<b>LONG TERM DEBT (Note 8)</b>	12,290,048	-	-	-	12,290,048	14,520,290
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 9)</b>	1,761,228	-	-	-	1,761,228	2,061,761
	19,897,511	-	871	-	19,898,382	21,808,880
<b>NET ASSETS (LIABILITIES)</b>						
<b>UNRESTRICTED</b>	(1,078,476)	-	-	-	(1,078,476)	(1,295,930)
<b>INVESTED IN CAPITAL ASSETS</b>	986,429	-	-	-	986,429	971,126
<b>RESTRICTED</b>	-	3,082	56,526	2,136	61,744	70,219
	(92,047)	3,082	56,526	2,136	(30,303)	(254,585)
	\$ 19,805,464	\$ 3,082	\$ 57,397	\$ 2,136	\$ 19,868,079	\$ 21,554,295

CONTINGENCIES (Note 10)  
ON BEHALF OF THE BOARD

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

**YORK CARE CENTRE INC.**

**Statement of Operations and Changes in Net Assets (Liabilities)  
Year Ended March 31, 2023**

	Operating Fund 2023	Replacement Reserve 2023	Residents Trust 2023	Activity Fund 2023	Total 2023	Total 2022
<b>REVENUE</b>						
Residential	\$ 23,251,154	\$ -	\$ -	\$ -	\$ 23,251,154	\$ 21,011,611
Other	1,497,706	-	-	1,531	1,499,237	1,926,425
	<u>24,748,860</u>	<u>-</u>	<u>-</u>	<u>1,531</u>	<u>24,750,391</u>	<u>22,938,036</u>
<b>EXPENDITURES</b>	21,906,936	17,217	-	790	21,924,943	20,167,280
	2,841,924	17,217	-	741	2,825,448	2,770,756
<b>DEPRECIATION</b>	2,679,112	-	-	-	2,679,112	2,620,271
	162,812	(17,217)	-	741	146,336	150,485
<b>INVESTMENT INCOME</b>	73,245	211	-	53	73,509	11,466
	236,057	(17,006)	-	794	219,845	161,951
<b>CHANGE IN RESIDENT TRUST</b>	-	-	4,437	-	4,437	(472)
<b>NET INCOME (LOSS) FOR THE YEAR</b>	236,057	(17,006)	4,437	794	224,282	161,479
<b>NET ASSETS (LIABILITIES) - BEGINNING OF YEAR</b>	(324,804)	16,788	52,089	1,342	(254,585)	(416,064)
<b>INTER-FUND TRANSFERS</b>	(3,300)	3,300	-	-	-	-
<b>NET ASSETS (LIABILITIES) - END OF YEAR</b>	\$ (92,047)	\$ 3,082	\$ 56,526	\$ 2,136	\$ (30,303)	\$ (254,585)

**YORK CARE CENTRE INC.**  
**Statement of Operations - Operating Fund**  
**Year Ended March 31, 2023**

	2023	2022
<b>REVENUE</b>		
Province of New Brunswick subsidy	\$ 17,679,458	\$ 15,949,017
Subsidized residents	3,795,959	3,511,748
Private pay residents	1,775,737	1,550,846
	<u>23,251,154</u>	<u>21,011,611</u>
<b>OTHER REVENUES</b>		
Province of New Brunswick grants		
Retirement allowances	99,247	144,209
Other special needs	259,048	389,610
Dietary	98,926	90,840
Administration (Note 11)	277,689	605,798
Care	127,425	111,425
Support services (Note 11)	242,610	188,089
Education	50,000	50,000
Project workers	42,228	30,455
Amortization of deferred contributions - capital assets (Note 9)	300,533	314,483
	<u>1,497,706</u>	<u>1,924,909</u>
<b>EXPENDITURES</b>		
Nursing	10,039,809	8,855,486
Employee benefits	3,234,729	3,087,387
Plant operation	2,426,549	2,234,564
Food services	2,294,048	2,139,815
Administration	1,390,934	1,270,015
Housekeeping	1,191,711	1,161,365
Interest on long term debt	435,940	496,650
Laundry	376,974	333,554
Recreation	317,216	286,892
Research	55,000	208,329
Education	77,732	31,209
Project workers	42,953	30,711
Pastoral	23,341	30,162
	<u>21,906,936</u>	<u>20,166,139</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES FROM OPERATIONS BEFORE DEPRECIATION AND INVESTMENT INCOME</b>	<b>2,841,924</b>	<b>2,770,381</b>
<b>DEPRECIATION</b>	<b>2,679,112</b>	<b>2,620,271</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES BEFORE INVESTMENT INCOME</b>	<b>162,812</b>	<b>150,110</b>
<b>INVESTMENT INCOME</b>	<b>73,245</b>	<b>11,353</b>
<b>EXCESS OF REVENUE OF EXPENDITURES</b>	<b>\$ 236,057</b>	<b>161,463</b>

YORK CARE CENTRE INC.

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Statement of Cash Flows  
Year Ended March 31, 2023

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenditures	\$ 236,057	\$ 161,463
Items not affecting cash:		
Depreciation of capital assets	2,679,112	2,620,271
Amortization of deferred contributions	(300,533)	(314,483)
	<u>2,614,636</u>	<u>2,467,251</u>
Changes in non-cash working capital:		
Accounts receivable	47,122	(24,379)
Inventory	(25,967)	(17,906)
Prepaid expenses	(4,284)	3,316
Accounts payable and accrued liabilities	559,101	(202,560)
Deferred revenue	(1,377)	1,371
	<u>574,595</u>	<u>(240,158)</u>
Cash flow from operating activities	<u>3,189,231</u>	<u>2,227,093</u>
<b>INVESTING ACTIVITY</b>		
Purchase of capital assets	<u>(226,192)</u>	<u>(268,462)</u>
<b>FINANCING ACTIVITIES</b>		
Due from related parties	21,059	4,576
Repayment of long term debt	(2,167,689)	(2,106,980)
Deferred contributions received relating to capital assets	-	86,797
	<u>(2,146,630)</u>	<u>(2,015,607)</u>
Cash flow used by financing activities		
<b>OTHER CASH FLOW ITEMS</b>		
Net income (expense) - Replacement reserve	(17,006)	104
Net income (expense) - Residents trust	4,437	(472)
Net income - Activity fund	794	384
	<u>(11,775)</u>	<u>16</u>
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>804,634</b>	<b>(56,960)</b>
<b>CASH - BEGINNING OF YEAR</b>	<b>1,379,807</b>	<b>1,436,767</b>
<b>CASH - END OF YEAR</b>	<b>\$ 2,184,441</b>	<b>\$ 1,379,807</b>
<b>CASH FLOWS SUPPLEMENTARY INFORMATION</b>		
Interest paid	<u>\$ 435,940</u>	<u>\$ 496,650</u>

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2023**

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**1. NATURE OF OPERATIONS**

York Care Centre Inc. (the "Corporation") is a registered charity under the Income Tax Act. The Corporation's primary purpose is to provide nursing home care and to advance matters that impact the elderly and aging in the Fredericton region.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO), with the exception of the following accounting policies:

The Corporation records depreciation on original buildings equal to the principal reduction of the related long-term debt rather than based on estimated useful life.

The Corporation does not record the liability associated with their employee's post-employment benefits as it has not been actuarially determined and the amount cannot be reasonably determined by other methods.

Fund accounting

York Care Centre Inc. follows the restricted fund method of accounting for contributions and has established the following funds:

Replacement reserve

In accordance with agreements signed with the Province of New Brunswick, the Corporation is required to establish a funded replacement reserve for capital assets. This reserve is increased by annual charges against income equal to the amount provided by the Province of New Brunswick in the annual budget until it has reached a maximum level of \$341,630. The amount funded and contributed to the replacement reserve for the year was \$3,300 (2022 - \$3,300)

Residents trust

The Corporation administers residents' trust fund on behalf of its residents. These funds are not available for the benefit of the Corporation.

Activity Fund

Amounts reported in this fund represent fundraising by the residents and related expenses for quality of life improvements and social events. Expenditures from this fund are processed at the request of the Residents Council and after Chief Executive Officer approval.

Cash and cash equivalents

The Corporation considers cash on hand, short-term deposits and balances with banks, net of overdrafts as cash and cash equivalents. Bank borrowings are considered to be financing activities.

Revenue recognition

The Corporation generates revenue through residential accommodation and related services to qualifying individuals. Revenue is recognized from the provision of these services on an accrual basis, using the restricted fund method. Revenue is recognized when there is persuasive evidence of an arrangement, the associate fees are fixed or determinable and collection is reasonably assured.

Interest income is not subject to external restrictions. Interest income has been recorded directly in the statement of operations.

*(continues)*

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2023**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

Contributed services

Volunteers contribute an undeterminable number of hours per year to assist the Corporation in carrying out its activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

Capital assets and deferred contributions

Capital assets and deferred contributions are stated at cost or deemed cost less accumulated amortization. Capital assets and deferred contributions are amortized over their estimated useful lives on a straight-line basis at the following rates:

Original buildings	Over the term of the associated debt in amounts equal to the annual principal amount
Improvements	10 years
Other buildings	30 - 40 years
Equipment	5 years

The Corporation regularly reviews its capital assets and deferred contributions to eliminate obsolete items. When a capital asset no longer has any long-term service potential to the Corporation, the excess of its net carrying value over any residual value is recognized as an expense in the statement of operations and changes in net assets (liabilities).

Certain of these assets are funded by specific grants. The Corporation accounts for these capital grants as deferred contributions. Amortization of these deferred contributions is provided for at the same rate as depreciation on the related assets.

Interest expense incurred to finance construction is capitalized with the related asset on large projects.

No depreciation is recorded on assets under construction. Depreciation on constructed assets commences in the year the total project is completed.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

*(continues)*

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2023**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

Example of significant estimates include:

- the allowance for doubtful accounts;
- the allowance for inventory obsolescence;
- providing for amortization of capital assets;
- the estimated useful lives of assets; and
- the recoverability of tangible assets.

Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in excess (deficiency) of revenue over expenditures. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Pension Plans

Substantially all full-time employees of the Corporation belong to the Pension Plan for General and Service Employees of New Brunswick Nursing Homes, the Pension Plan for Management Employees of New Brunswick Nursing Homes or the Pension Plan for Nursing and Paramedical Employees of New Brunswick Nursing Homes. All are multi-employer defined benefit pension plans. Contributions are made by both the Corporation and the employees. Since sufficient information is not readily available to account for the Corporation's participation in the plan using defined benefit pension plan accounting, these financial statements have been prepared using accounting rules for defined contribution pension plans.

Retiring allowances

Retiring allowances are paid to employees in accordance with their respective collective bargaining agreement. Retiring allowances are funded by the Department of Social Development, Province of New Brunswick and are recorded in the year of retirement when funding is provided.

**3. FINANCIAL INSTRUMENTS**

The Corporation is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Corporation's risk exposure and concentration as of March 31, 2023.

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Corporation is exposed to credit risk from residents. The risk is mitigated as follows:

- certain admission standards are maintained which include a thorough review of a resident's financial resources and ability to contribute towards their cost of care;
- the amount of private pay revenue that nursing homes can charge is capped by the Province of New Brunswick;
- the Corporation does not have significant exposure to any individual resident or counterpart; and
- the Corporation closely monitors outstanding accounts receivable and has provided for potential credit losses in the amount of \$25,153 (2022 - \$19,668).

*(continues)*

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2023**

**3. FINANCIAL INSTRUMENTS (continued)**

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Corporation is exposed to this risk mainly in respect of its receipt of funds from its residents and other related sources, long-term debt, and accounts payable, government remittances payable and other obligations. Liquidity risk is mitigated as follows:

- the Corporation prepares and closely monitors detailed annual operating budgets and reviews working capital on a regular basis;
- The Corporation has the ability to obtain working capital loans through the Province of New Brunswick, should cash requirements exceed cash generated from operating activities.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Corporation manages exposure through its normal operating and financing activities. The Corporation is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities.

**4. ACCOUNTS RECEIVABLE**

	2023	2022
Harmonized sales tax receivable	\$ 67,672	\$ 42,124
Department of Social Development - Province of New Brunswick	44,607	129,754
Accounts receivable - residents	40,075	34,865
Other	31,875	23,435
Trust fund receivable	19,364	15,052
Allowance for doubtful accounts	(25,153)	(19,668)
	\$ 178,440	\$ 225,562

**5. DUE FROM RELATED PARTIES**

	2023	2022
York Developments Inc.	\$ 17,871	\$ 17,199
York Developments Inc. - Supportive Housing	12,483	10,590
Centre for Innovation and Research in Aging Inc.	5,203	15,982
York Care Foundation Inc.	1,914	17,681
York County Properties	1,893	324
York Developments Inc. - Adult Day Program	1,720	367
	\$ 41,084	\$ 62,143

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2023**

**6. CAPITAL ASSETS**

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Land	\$ 3,350	\$ -	\$ 3,350	\$ 3,350
<u>Original buildings</u>				
Building	4,033,704	3,891,685	142,019	173,608
Major refurbishment - Phase I	12,640,757	8,983,367	3,657,390	4,455,365
Major refurbishment - Phase II	23,301,590	12,461,156	10,840,434	12,178,504
<u>Improvements</u>				
Land	232,368	126,565	105,803	69,547
Buildings	4,879,812	3,044,992	1,834,820	2,053,328
Solarium	85,520	74,041	11,479	14,759
<u>Other buildings</u>				
Friendship and resource center	440,853	315,089	125,764	136,785
Chapel	157,831	47,349	110,482	116,795
<u>Equipment</u>				
Original	3,800,673	3,364,218	436,455	518,875
Furniture and fixtures	649,380	649,380	-	-
	<u>\$ 50,225,838</u>	<u>\$ 32,957,842</u>	<u>\$ 17,267,996</u>	<u>\$ 19,720,916</u>

**7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	2023	2022
Suppliers and sundry	\$ 1,105,378	\$ 835,807
Accrued wages	1,058,775	898,912
Vacation pay	881,763	888,530
Department of Social Development - Province of New Brunswick	370,507	229,490
Government remittances payable	73,919	79,088
Other	17,672	17,084
	<u>\$ 3,508,014</u>	<u>\$ 2,948,911</u>

**8. LONG TERM DEBT**

	2023	2022
National Bank of Canada term loan bearing interest at 3.17% per annum, repayable in monthly blended payments of \$16,285. The loan matures on November 23, 2027.	\$ 846,480	\$ 1,012,187
National Bank of Canada term loan bearing interest at 2.76% per annum, repayable in monthly blended payments of \$59,858. The loan matures on April 2, 2027.	2,770,776	3,403,102
National Bank of Canada term loan bearing interest at 2.89% per annum, repayable in monthly blended payments of \$102,482. The loan matures on March 29, 2030.	7,785,129	8,774,364

*(continues)*

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2023**

**8. LONG TERM DEBT (continued)**

	2023	2022
National Bank of Canada term loan bearing interest at 2.27% per annum, repayable in monthly blended payments of \$35,216. The loan matures on February 23, 2031.	3,059,461	3,408,294
Province of New Brunswick mortgage payable bearing interest at 8% per annum, repayable in monthly blended payments of \$3,130. The loan matures on November 1, 2024 and is secured by a fixed charge on the Dixon building with a carrying value of \$173,608.	58,494	90,082
	14,520,340	16,688,029
Amounts payable within one year	(2,230,292)	(2,167,739)
	<b>\$ 12,290,048</b>	<b>\$ 14,520,290</b>

Principal repayment terms are approximately:

2024	\$ 2,230,292
2025	2,282,069
2026	2,321,177
2027	2,386,372
2028	1,722,014
Thereafter	3,578,416
	<b>\$ 14,520,340</b>

All monthly interest and principal payments on term loans have been included in the annual budget funded by the Department of Social Development and the Province of New Brunswick.

**9. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS**

	2023	2022
Balance - beginning of year	\$ 2,061,761	\$ 2,289,447
Add: contributions in year	-	86,797
Less: Amounts amortized to revenue	(300,533)	(314,483)
Balance - end of year	<b>\$ 1,761,228</b>	<b>\$ 2,061,761</b>

**10. CONTINGENCIES**

As at March 31, 2023 the balance of the Province of New Brunswick unearned capital contribution was \$2,192 (2022 - \$3,507). Should the Corporation default on its loan payments to the Province of New Brunswick, this balance, as well as the outstanding principal balance, of the loan would become payable.

The Corporation is from time to time involved in certain legal proceedings, as well as demands, claims and threatened litigation that arise in the normal course of its operations. The ultimate outcome of any litigation is uncertain and, regardless of outcome, litigation can have an adverse impact on the business because of defense costs, negative publicity, diversion of management resources and other factors.

**11. RELATED PARTY TRANSACTIONS**

The Corporation had the following transactions with related parties in the normal course of business; all transactions are recorded at their exchange value.

- The Corporation acts as a payroll agent for York Developments Inc. and the Centre for Innovation and Research on Aging Inc. ("CIRA"), who all share common management, and has receivables (*Note 5*) at year end with respect to these transactions. Balances due from related parties are non-interest bearing and have no fixed repayment terms.
- The Corporation received property management fees of \$54,117 (2022 - \$53,145) and management fees of \$201,754 (2022 - \$188,487) included in other revenue from York Developments Inc.
- The Corporation received management fees of \$104,302 (2022 - \$100,125) included in other revenue from CIRA.

**12. CAPITAL MANAGEMENT**

Management considers capital to be fund balances. The Corporation's objective when managing capital is to maintain financial strength to sustain delivery of its core activities.

**13. EMPLOYEE FUTURE BENEFITS**

The corporation expensed retiring allowances, included in employee benefit expenses, for which matching funding was received of \$99,247 (2022 - \$144,209).

## **York Care Centre Inc.**

The accompanying financial information is presented as supplementary information only. In this respect, they do not form part of the financial statements of York Care Centre Inc. for the year ended March 31, 2023

## York Care Centre Inc.

### Comparison of Department of Social Development budget and actual revenue and expenditures (unaudited)

Year ended March 31 2023

	Budget	Actual	Variance
<b>Revenue</b>			
Residents	\$22,866,863	\$23,251,154	-\$384,291
Equipment and repairs grants	0		0
Recoveries - Department of Social Development- Province of NB	358,295	358,295	0
Recoveries- Safe Restart Funding- Province of NB	81,446	81,446	0
Recoveries- CMHC	0	0	0
	<b>\$23,306,604</b>	<b>\$23,690,895</b>	<b>-\$384,291</b>
<b>Expenditure</b>			
<b>Salaries</b>			
Administration	\$660,454	\$897,798	-\$237,344
Nursing care services	9,845,707	9,442,289	403,418
Research	0	0	0
Education	0	13,061	-13,061
Pastoral	0	23,160	-23,160
Recreation	293,453	263,544	29,909
Food services	1,295,466	1,280,304	15,162
Laundry	492,797	262,606	230,191
Housekeeping	1,210,288	1,104,864	105,424
Plant operations	232,115	326,888	-94,773
	<b>\$14,030,280</b>	<b>\$13,614,514</b>	<b>\$415,766</b>
<b>Supplies</b>			
Administration	\$252,857	\$463,624	-\$210,767
Nursing care services	115,514	387,019	-271,505
Research	0	55,000	-55,000
Recreation	11,001	48,216	-37,215
Food services	821,821	980,304	-158,483
Laundry	105,971	114,368	-8,397
Housekeeping	78,210	86,847	-8,637
Plant operations	2,013,008	2,033,054	-20,046
Minor equipment	12,491	336,099	-323,608
	<b>\$3,410,873</b>	<b>\$4,504,531</b>	<b>-\$1,093,658</b>
<b>Other</b>			
Pastoral services	\$3,840	\$181	\$3,659
Employee benefits	3,216,188	3,234,729	-18,541
Education	38,492	74,089	-35,597
	<b>\$3,258,520</b>	<b>\$3,308,999</b>	<b>-\$50,479</b>
<b>Capital</b>			
Mortgage blended payments	\$951,263	951,263.00	\$0
Approved bank loan	1,652,368	1,652,368.00	0
Depreciation		511,421.00	-511,421
Reserve per CMHC agreement	3,300	3,300	0
	<b>\$2,606,931</b>	<b>\$3,118,352</b>	<b>-\$511,421</b>

**York Care Centre Inc.**  
**Comparison of Department of Social Development budget and actual revenue**  
**and expenditure (continued)**

Year ended March 31, 2023

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
<b>Total operating expenditure</b>	<b>\$23,306,604</b>	<b>\$24,546,396</b>	<b>-\$1,239,792</b>
<b>Net variance</b>	<b>\$0</b>	<b>-\$855,501</b>	<b>\$855,501</b>
Due to government			
Recoveries - project worker	\$0	\$42,228	-42,228
Project worker expenditures	0	-42,953	42,953
	<u>\$0</u>	<u>-\$725</u>	<u>\$725</u>
Due to York Care Centre operations			
Investment income	\$0	\$73,245	-\$73,245
Recoveries - dietary	0	98,926	-98,926
Recoveries - administration	0	196,243	-196,243
Recoveries - care	0	127,425	-127,425
Recoveries - education	0	50,000	-50,000
Recoveries - operations	0	242,610	-242,610
Other	0		0
	<u>\$0</u>	<u>\$788,449</u>	<u>-\$788,449</u>
<b>Net surplus</b>	<b>\$0</b>	<b>-\$67,777</b>	<b>\$67,777</b>
Reconciling items			
Capital Budget Amend Revenue in Deferred Contributions			0
Replacement reserve per CMHC agreement		3,300	-3,300
Amortization of deferred contributions		300,534	-300,534
<b>Excess of expenditure over revenue</b>			
<b>per financial statements</b>	<b>\$0</b>	<b>\$236,057</b>	<b>-\$236,057</b>

**York Care Centre Inc.**  
**Year-End Reconciliation of Non-Transferable Expenditure (unaudited)**  
**For the year ended March 31, 2023**

	Budget	Actual	Variance
	\$	\$	\$
Mortgage	951,263	951,263.00	-
Bank loan	1,652,368	1,652,368.00	-
CMHC reserve	3,300	3,300.00	-
Pension plans - general services/nurses/SHCP	1,187,141	993,430.00	(193,711)
Pension plan - management	81,864	81,864.00	-
Nurses retention premium	15,782	22,735.00	6,953
Retirement allowance	99,247	99,247.00	-
<b>Total</b>	<b>3,990,965</b>	<b>3,804,207.00</b>	<b>(186,758)</b>
Year end reconciliation of non - transferrable expenditures due to Department of Social Development - Province of New Brunswick 2022-23 Year			<u>(186,758)</u>
Amount owing to Department of Social Development re 2021-22 Fiscal Year			<u>(75,330)</u>
Total owing to Department of Social Development March 31, 2023			<u>(262,088)</u>
Note - only variances reported above are required to be paid			<u>(262,088)</u>

## York Care Centre Inc.

### Details of non-transferable expenditures (unaudited)

March 31, 2023

	<u>G / L</u>	<u>Balance</u>	<u>Loan</u>	<u>Balance</u>	<u>Interest</u>	<u>Repaid</u>	<u>Repaid</u>	<u>Total</u>
	<u>Account</u>	<u>April 1, 2022</u>	<u>proceeds</u>	<u>March 31, 2023</u>	<u>Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Paid</u>
			<u>(converted)</u>					
			<u>2022-2023</u>					
III	4702	90,082	0	58,494	8.00%	31,589	5,966	37,555
IV	4409	3,403,101	0	2,770,776	2.76%	632,325	85,967	718,292
V	4406	1,012,187	0	846,480	3.17%	165,706	29,710	195,416
VI	4749	3,408,294	0	3,059,461	2.27%	348,833	73,754	422,587
VII	4750	8,774,364	0	7,785,127	2.89%	989,237	240,544	1,229,781
		<u>\$16,688,028</u>	<u>\$0</u>	<u>\$14,520,338</u>		<u>\$2,167,690</u>	<u>\$435,941</u>	<u>\$2,603,631</u>

C.M.H.C  
Replacement  
Reserve

<u>Balance</u>	<u>Contributions</u>	<u>Interest</u>	<u>Funds</u>	<u>Balance</u>
<u>April 1, 2022</u>	<u>During</u>	<u>Earned</u>	<u>Expended</u>	<u>March 31, 2023</u>
	<u>Year</u>	<u>During</u>	<u>During</u>	
		<u>Year</u>	<u>Year</u>	
<u>\$16,788</u>	<u>\$3,300</u>	<u>\$211</u>	<u>\$17,217</u>	<u>\$3,082</u>

**York Care Centre Inc.**  
**Reconciliation of Province of New Brunswick**  
**Subsidies to Financial Statements (unaudited)**  
Year Ended March 31, 2023

Per Department of Social Development pay documents		\$	18,028,852	18,028,852
Add:				
License	20			20
Revenue Adjustment for March/22 (Deducted in May/22)	12,675			12,675
Feb 2022 Vacant Bed Days (Deducted in April/22)	28,125			28,125
March 2022 Vacant Bed Days (Deducted in May/22)	16,625			16,625
SD Revenue on Pay Documents minor difference to budget	-20			-20
		\$	57,425	57,425.00
Deduct:				
Revenue Adjustment for Feb/22 (Paid in April/22)	7,594			7,594
Feb 2023 Vacant Bed Days (Deducted in April/23)	2,875			2,875
March 2023 Vacant Bed Days (Deducted in May/23)	625			625
Revenue Adjustment for Feb/23 (Deducted in May/23)	4,817			4,817
Revenue Adjustment for March/23 (Deducted in May/23)	8,159			8,159
Government grants and Budget Amendments:				
Retirement Allowance	99,247			99,247
Special Needs / Extra Hours of Care	9,191			9,191
COVID Related Funding	109,023			109,023
Maternity Leave	10,752			10,752
Education and Leadership	9,521			9,522
Capital Projects	7,616			7,616
RN Double Overtime	44,664			44,664
Truth & Reconciliation and Day of Mourning STATS	134,262			134,262
Other BAs	15,465			15,465
2022-23 BAs not paid until April 17/23	-44,607			-44,608
BA 835 paid twice in 2021-22 deducted from Dec 5/22 Payt	-12,385			-12,385
		\$	406,819	406,819
Per financial statements		\$	17,679,458	17,679,458

## York Care Centre Inc.

Schedule of Salaries and Supplies ( unaudited )

For the year ended March 31, 2023

	Salaries	Supplies	2023	2022
	\$	\$	\$	\$
<b>Expenditures</b>				
Administration	897,798	493,135	1,390,933	1,270,015
Depreciation	0	2,679,112	2,679,112	2,620,271
Education	13,061	64,671	77,732	31,208
Employee Benefits (note 14)	0	3,234,729	3,234,729	3,087,386
Food Services	1,280,304	1,013,744	2,294,048	2,139,816
Housekeeping	1,104,864	86,847	1,191,711	1,161,364
Interest on long-term debt	0	435,940	435,940	496,650
Laundry	262,606	114,368	376,974	333,555
Nursing Care Services	9,442,289	597,521	10,039,810	8,855,485
Pastoral	23,160	181	23,341	30,162
Plant Operations	326,888	2,099,662	2,426,550	2,234,564
Project workers	42,953	0	42,953	30,711
Recreation	263,544	53,672	317,216	286,893
Research	0	55,000	55,000	208,329
<b>Total</b>	<b><u>13,657,467</u></b>	<b><u>10,928,582</u></b>	<b><u>24,586,049</u></b>	<b><u>22,786,409</u></b>

## York Care Centre Inc.

### Schedule of supplementary detail of certain expenditures (unaudited)

Year ended March 31, 2023	2023	2022
<b>Administration</b>		
Advertising	\$2,624	\$5,415
Association fees	47,874	38,067
Bank interest and charges	3,464	3,332
Business machine expense	22,069	18,908
Computer hardware, Software, Support & Supplies	181,267	111,550
Consulting	25,428	18,873
Covid19 expenses	0	88,294
Postage	4,477	4,151
Printing and office supplies	10,449	8,422
Professional services - audit	15,878	20,117
Travel and convention - board	899	0
Other supplies and expenses	99,665	113,488
Minor equipment	22,554	3,358
Other budget amendment related expenses	37,757	13,054
Legal	18,584	1,860
Local travel	146	213
	<u>\$493,135</u>	<u>\$449,102</u>
<b>Care services</b>		
Medical supplies	\$114,783	\$144,125
Drug supplies	4,587	2,924
Other	90,701	54,559
Incontinent supplies	143,910	134,305
Fees - medical staff (net)	20,400	19,700
Care related budget amendments	9,467	10,153
Birch Grove Memory Lane Project	5,546	27,703
Minor equipment	208,127	7,866
	<u>\$597,521</u>	<u>\$401,336</u>
<b>Research</b>		
Supplies	<u>\$55,000</u>	<u>\$208,329</u>
<b>Recreation and Pastoral</b>		
Recreation - supplies	\$53,672	\$29,311
Pastoral supplies	181	2,295
	<u>\$53,853</u>	<u>\$31,606</u>
<b>Food Services</b>		
Food	\$785,589	\$699,256
Supplements	49,934	41,332
Supplies	128,460	109,659
Dish and utensil replacement	16,379	8,020
Minor equipment	33,382	833
	<u>\$1,013,744</u>	<u>\$859,100</u>
<b>Laundry and linen</b>		
Supplies - general	\$50,988	\$42,234
Linen replacement	51,441	31,491
Mattress replacement	11,939	3,032
	<u>\$114,368</u>	<u>\$76,757</u>

**York Care Centre Inc.****Schedule of supplementary detail of certain expenditures (continued)**

Year ended March 31, 2023

2023

2022

**Housekeeping Supplies****\$86,847**      **\$75,473****Plant operation**

Fuel and heating	228,214	190,787
Electricity	455,959	445,511
Insurance - plant and vehicles	66,215	56,731
Property taxes	703,947	713,727
Water and sewerage	50,300	56,100
Telephone	57,148	61,132
Cablevision	45,801	45,295

**\$1,607,584**      **\$1,569,283****Maintenance**

Other Maintenance Items	94,634	60,140
Purchased services	141,075	126,395
Vehicle expenses	17,011	9,795
Minor equipment	66,608	14,428

**\$319,328**      **\$210,758****Repairs**

Buildings and grounds	\$172,751	\$129,079
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**Employee benefits**

Canada pension	\$649,649	\$574,906
Employment insurance	257,409	233,890
Workers' Compensation	564,929	661,617
Health care insurance	292,653	311,629
Retirement allowances	103,582	144,209
Professional fees	8,600	3,600
Uniform allowance	36,146	33,017

**\$1,912,968**      **\$1,962,868**

General pension plan	\$653,218	\$697,357
Management pension plan	103,527	107,791
Nursing pension plans	378,261	244,040
Non-transferable - pension	186,758	75,330

**\$3,234,732**      **\$3,087,386****Education seminars, fees and supplies****\$64,671**      **\$32,303****\$ 7,813,534**      **7,130,511**

**YORK DEVELOPMENTS INC.**  
**Financial Statements**  
**Year Ended March 31, 2023**

Index to Financial Statements

Year Ended March 31, 2023

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## INDEPENDENT AUDITORS' REPORT

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To the Board of Directors of York Developments Inc.

### *Opinion*

We have audited the financial statements of York Developments Inc. (the "Corporation"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations and changes in net assets, operations - operating fund and cashflows for the year ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with the financial reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Emphasis of Matter*

We draw attention to note 2 of the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the Corporation to comply with the reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

*(continues)*

Independent Auditors' Report to the Board of Directors of York Developments Inc. *(continued)*

*Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Saint John, New Brunswick  
June 12, 2023



CHARTERED PROFESSIONAL ACCOUNTANTS

YORK DEVELOPMENTS INC.

Statement of Financial Position

March 31, 2023

	Operating Fund	Replacement Reserve	Supportive Housing Replacement Reserve	Vacancy Reserve	2023	2022
<b>ASSETS</b>						
<b>CURRENT</b>						
Cash	\$ 308,708	\$ 89,145	\$ 162,426	\$ 43,737	\$ 604,016	\$ 527,063
Accounts receivable	24,483	-	-	-	24,483	29,076
Prepaid expenses	58,901	-	-	-	58,901	57,446
	392,092	89,145	162,426	43,737	687,400	613,585
<b>CAPITAL ASSETS (Note 4)</b>	2,150,656	-	-	-	2,150,656	2,331,007
	<b>\$ 2,542,748</b>	<b>\$ 89,145</b>	<b>\$ 162,426</b>	<b>\$ 43,737</b>	<b>\$ 2,838,056</b>	<b>\$ 2,944,592</b>
<b>LIABILITIES</b>						
<b>CURRENT</b>						
Payables and accruals	\$ 182,145	\$ -	\$ -	\$ -	\$ 182,145	\$ 188,588
Deferred revenue	9,483	-	-	-	9,483	7,780
Current portion of mortgages payable (Note 5)	55,625	-	-	-	55,625	1,310,129
	247,253	-	-	-	247,253	1,506,497
<b>MORTGAGES PAYABLE (Note 5)</b>	1,178,682	-	-	-	1,178,682	19,448
<b>FORGIVABLE SUPPORTIVE HOUSING LOANS (Note 6)</b>	450,727	-	-	-	450,727	524,117
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 7)</b>	5,002	-	-	-	5,002	7,002
	1,881,664	-	-	-	1,881,664	2,057,064
<b>NET ASSETS</b>						
<b>UNRESTRICTED</b>	200,464	-	-	-	200,464	143,831
<b>RESTRICTED</b>	-	89,145	162,426	43,737	295,308	273,386
<b>INVESTED IN CAPITAL ASSETS</b>	460,620	-	-	-	460,620	470,311
	661,084	89,145	162,426	43,737	956,392	887,528
	<b>\$ 2,542,748</b>	<b>\$ 89,145</b>	<b>\$ 162,426</b>	<b>\$ 43,737</b>	<b>\$ 2,838,056</b>	<b>\$ 2,944,592</b>

ON BE HALF OF THE BOARD

Director

*Laurie LeBlanc*  
Director

**YORK DEVELOPMENTS INC.**  
**Statement of Operations and Changes in Net Assets**  
**Year Ended March 31, 2023**

	Operating Fund 2023	Replacement Reserve 2023	Supportive Housing Replacement Reserve 2023	Vacancy Reserve 2023	Total 2023	Total 2022
<b>REVENUE</b>						
Rentals and care	\$ 1,173,275	\$ -	\$ -	\$ -	\$ 1,173,275	\$ 1,105,116
Other revenue	113,178	-	-	-	113,178	101,212
	1,286,453	-	-	-	1,286,453	1,206,328
<b>EXPENDITURES</b>	1,041,610	-	-	-	1,041,610	994,990
	244,843	-	-	-	244,843	211,338
<b>DEPRECIATION</b>	180,351	-	-	-	180,351	183,514
	64,492	-	-	-	64,492	27,824
<b>INVESTMENT INCOME</b>	-	2,700	358	1,314	4,372	889
<b>NET REVENUES</b>	64,492	2,700	358	1,314	68,864	28,713
<b>NET ASSETS - BEGINNING OF YEAR</b>	614,142	85,395	145,568	42,423	887,528	858,815
<b>INTER-FUND TRANSFERS</b>	(17,550)	1,050	16,500	-	-	-
<b>NET ASSETS - END OF YEAR</b>	\$ 661,084	\$ 89,145	\$ 162,426	\$ 43,737	\$ 956,392	\$ 887,528

**YORK DEVELOPMENTS INC.**  
**Statement of Operations - Operating Fund**  
**Year Ended March 31, 2023**

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	2023	2022
<b>REVENUE</b>		
Rentals	\$ 707,369	\$ 678,202
Tenant services	223,945	203,794
Province of New Brunswick subsidy payments (Note 8)	113,088	110,985
Province of New Brunswick care revenue	112,975	108,754
Forgiveness of debt (Note 6)	73,390	73,390
Other	37,788	20,794
Client paid care revenue	15,898	3,381
Amortization of deferred contributions (Note 7)	2,000	2,000
Project workers	-	5,028
	<u>1,286,453</u>	<u>1,206,328</u>
<b>EXPENDITURES</b>		
Salaries and wages	332,913	297,172
Administration charges (Note 9)	162,902	154,059
Property taxes	71,977	70,375
Electricity	67,008	63,010
Repairs and maintenance - building	63,530	87,613
Food services	54,451	53,393
Security (Note 9)	54,117	53,743
Mortgage interest	53,682	49,563
Insurance	39,889	29,999
Employee benefits	35,006	35,129
Supplies	16,821	5,587
Professional fees	16,481	11,539
Grounds maintenance	15,740	12,403
Utilities	14,732	14,732
Fire alarm, sprinkler and elevator inspection	9,476	19,338
Garbage removal	9,280	8,101
Repairs and maintenance - equipment	7,043	10,891
Minor equipment and furnishings	6,281	7,986
Bank charges	3,281	769
Telephone	2,287	2,601
Advertising and promotion	1,805	127
Housing association	1,572	662
Travel	1,066	651
Cable	270	623
Project workers	-	4,924
	<u>1,041,610</u>	<u>994,990</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES FROM OPERATIONS BEFORE DEPRECIATION</b>	<b>244,843</b>	<b>211,338</b>
<b>DEPRECIATION</b>	<b>180,351</b>	<b>183,514</b>
<b>NET EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>64,492</b>	<b>27,824</b>

**Statement of Cash Flows**  
**Year Ended March 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenditures	\$ 64,492	\$ 27,824
Items not affecting cash:		
Amortization of capital assets	180,351	183,514
Forgiveness of debt	(73,390)	(73,390)
Amortization of deferred contributions	(2,000)	(2,000)
	<u>169,453</u>	<u>135,948</u>
Changes in non-cash working capital:		
Accounts receivable	4,593	3,992
Prepaid expenses	(1,455)	(1,404)
Deferred revenue	1,703	(2,003)
Accounts payable	(6,442)	31,145
	<u>(1,601)</u>	<u>31,730</u>
Cash flow from operating activities	<u>167,852</u>	<u>167,678</u>
<b>FINANCING ACTIVITIES</b>		
Proceeds from long term financing	1,239,259	-
Repayment of mortgages payable	(1,334,529)	(79,644)
Cash flow used by financing activities	<u>(95,270)</u>	<u>(79,644)</u>
<b>OTHER CASH FLOW ITEMS</b>		
Net revenue - replacement reserve	2,700	593
Net revenue - vacancy reserve	1,314	296
Net revenue - supportive housing	358	-
	<u>4,372</u>	<u>889</u>
<b>INCREASE IN CASH FLOW</b>	<u>76,954</u>	<u>88,923</u>
<b>CASH - BEGINNING OF YEAR</b>	<u>527,062</u>	<u>438,139</u>
<b>CASH - END OF YEAR</b>	<u>\$ 604,016</u>	<u>\$ 527,062</u>
<b>CASH FLOWS SUPPLEMENTARY INFORMATION</b>		
Interest paid	<u>\$ 53,682</u>	<u>\$ 49,563</u>
<b>CASH CONSISTS OF:</b>		
Cash	<u>\$ 604,016</u>	<u>\$ 527,062</u>

## Notes to Financial Statements

Year Ended March 31, 2023

**1. NATURE OF OPERATIONS**

York Developments Inc. (the "Corporation") owns and rents subsidized apartment units in the Fredericton area. The Corporation is a not-for-profit organization and exempt from federal and provincial corporate taxes under paragraph 149(1)(1) of the Income Tax Act.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**Basis of Presentation

The financial statements have been prepared in accordance with the significant accounting policies noted below to comply with the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991. In this regard, the basis of accounting used in these financial statements materially differs from Canadian accounting standards for not-for-profit organizations because depreciation is recorded according to principal reduction on mortgages and not as a measurement of consumption of the estimated useful life of the related capital asset. Further details on accounting policies are provided below.

Replacement Reserve

Under the terms of an agreement with the Province of New Brunswick, the replacement reserve account is to be credited with an annually adjusted amount of \$18,373 until the reserve amount accumulates to \$183,730 plus interest. These funds, along with accumulated interest, must be held in a separate bank account and/or invested only in accounts or instruments insured by the Canada Direct Deposit Insurance Corporation or as may otherwise be approved by the Province of New Brunswick from time to time. The funds in the account may only be used as approved by the Province of New Brunswick. Withdrawals are credited to interest first and then principal.

Replacement Reserve - Supportive Housing

TD Commercial Banking (the "Approved Lender"), does not require that monthly payments be made into a replacement reserve account and that those funds be held in trust with the Approved Lender. However, the Corporation will continue to deposit \$1,500 per month into a separate interest bearing bank account during the amortization period of the loan. The funds previously held by Industrial Alliance have been transferred to the Corporation and are being held in the this separate bank account. The amount is to be used as a reserve for major capital repairs and is subject to the prior written consent of Canada Mortgage and Housing Corporation (CMHC) before using the funds for such repairs.

Cash and Cash Equivalents

The Corporation considers cash on hand, short term deposits and balances with banks, net of overdrafts as cash and cash equivalents. Bank borrowings are considered to be financing.

Revenue Recognition

Rental and care revenue are recorded as revenue on an accrual basis and when collection is reasonably assured.

*(continues)*

**Notes to Financial Statements**  
**Year Ended March 31, 2023**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

Capital assets, deferred contributions and forgivable loans

Capital assets are recorded at cost and depreciated over their estimated useful lives on a straight-line basis using the following rates:

Original land and buildings	Over the term of the associated debt in amounts equal to the annual principal amount
Buildings and land improvements	10 years
Other facilities	20 - 30 years
Equipment	5 years

Certain of these assets are funded by specific grants or forgivable loans. The Corporation accounts for these capital grants as deferred contributions. Depreciation of the deferred contributions is provided for at the same rate as depreciation on the related assets.

The depreciation method and the estimated useful lives of capital assets are reviewed on a regular basis or when events and circumstances warrant. When a capital asset no longer has long - term service potential to the Corporation, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations - operating fund.

Interest expense incurred to finance construction is capitalized with the related asset on large projects.

No depreciation is recorded on assets under construction. Depreciation on constructed assets commences in the year the total project is completed.

Impairment of Long Lived Assets

The Corporation tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds its fair value. No impairment charges were recorded during the years ended March 31, 2023 or 2022.

Measurement uncertainty

The preparation of financial statements in conformity with the financial reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991 requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Example of significant estimates include:

- the allowance for doubtful accounts;
- providing for depreciation of capital assets;
- the estimated useful lives of assets; and
- the recoverability of tangible assets.

## Notes to Financial Statements

Year Ended March 31, 2023

**3. FINANCIAL INSTRUMENTS**

The Corporation is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Corporation's risk exposure and concentration as of March 31, 2023.

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Corporation is exposed to credit risk from its tenants. In order to reduce its credit risk, the Corporation reviews a new tenant's credit history before extending credit and conducts regular reviews of its existing tenants' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The Corporation has a significant number of tenants which minimizes concentration of credit risk. As at March 31, 2023, the corporation does not have significant exposure to any individual tenant or counter party.

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Corporation is exposed to this risk mainly in respect of its receipt of funds from its tenants and the other related sources, mortgages payable, accounts payable, and other obligations.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Corporation manages exposure through its normal operating and financing activities. The Corporation is exposed to interest rate risk primarily through its mortgages payable, which bear interest rates as described in note 5.

**4. CAPITAL ASSETS**

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
<u>Original land and buildings</u>				
91 Sunset Drive*	\$ 518,208	\$ 477,162	\$ 41,046	\$ 41,046
95 Sunset Drive*	516,127	452,256	63,871	63,871
116 Sunset Drive (12 units)*	1,333,457	648,530	684,927	745,968
116 Sunset Drive (19 units)*	2,062,837	1,027,725	1,035,112	1,113,007
120 Sunset Drive*	973,166	834,643	138,523	138,523
Buildings and land improvements	765,131	627,779	137,352	157,093
Equipment	156,492	106,667	49,825	71,499
	<u>\$ 6,325,418</u>	<u>\$ 4,174,762</u>	<u>\$ 2,150,656</u>	<u>\$ 2,331,007</u>

\*The depreciation on these assets is equal to the principal repayments of the related mortgages in accordance with the Department of Social Development policy 401-3.

## Notes to Financial Statements

Year Ended March 31, 2023

## 5. MORTGAGES PAYABLE

	2023	2022
Industrial Alliance - 3.65% first mortgage on 116 Sunset Drive, repayable at \$6,203 per month including principal and interest and amortized over 30 years with a five year term that matured on October 1, 2022	\$ -	\$ 885,407
York County Properties - 3.65% first mortgage on 116 Sunset Drive (12 Units), repayable at \$1,632 per month including principal and interest amortized over 12 years maturing March 31, 2024, and was repaid during the year.	-	38,198
Industrial Alliance - 3.65% first mortgage on 116 Sunset Drive, repayable at \$2,927 per month including principal and interest and amortized over 25 years with a five year term that matured on October 1, 2022.	-	405,972
TD Commercial Banking loan bearing interest at 5.36%, repayable in monthly payments of \$9,992 including principal and interest amortized over 15 years with a 10 year term maturing February 14, 2033.	<u>1,234,307</u>	<u>-</u>
	1,234,307	1,329,577
Amounts payable within one year	<u>(55,625)</u>	<u>(1,310,129)</u>
	<u>\$ 1,178,682</u>	<u>\$ 19,448</u>

Principal repayment terms are approximately:

2024	\$ 55,625
2025	58,818
2026	62,013
2027	65,382
2028	68,798
Thereafter	<u>923,671</u>
	<u>\$ 1,234,307</u>

## 6. FORGIVABLE SUPPORTIVE HOUSING LOANS

	2023	2022
Province of New Brunswick (Affordable Rental Housing Program) 4.80% forgivable loan. The forgivable loan is earned evenly over 20 years ending May 1, 2027 subject to continuing to meet certain terms and conditions.	\$ 135,771	\$ 169,021
Province of New Brunswick (Affordable Rental Housing Program) 4.30% forgivable loan. The forgivable loan is earned evenly over 20 years ending March 31, 2031 subject to continuing to meet certain terms and conditions.	192,000	216,000

*(continues)*

**YORK DEVELOPMENTS INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2023**

**6. FORGIVABLE SUPPORTIVE HOUSING LOANS (continued)**

	2023	2022
Province of New Brunswick (Affordable Rental Housing Program) 3.10% forgivable loan. The forgivable loan is earned evenly over 17 years ending May 1, 2031 subject to continuing to meet certain terms and conditions.	51,862	58,627
Province of New Brunswick (Affordable Rental Housing Program) 3.30% forgivable loan. The forgivable loan is earned evenly over 16 years ending May 1, 2031 subject to continuing to meet certain terms and conditions.	71,094	80,469
	<b>\$ 450,727</b>	<b>\$ 524,117</b>

As at March 31, 2023, all terms and conditions of the forgivable loans have been met.

The changes in the forgivable loans are as follows:

	2023	2022
Balance - Beginning of year	\$ 524,117	\$ 597,507
Less: Amount forgiven	(73,390)	(73,390)
	<b>\$ 450,727</b>	<b>\$ 524,117</b>

Amount of loans forgiven is included in amortization of deferred contributions and forgiveness of debt in the statement of operations - operating fund.

**7. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS**

	2023	2022
Balance - Beginning of year	\$ 7,002	\$ 9,002
Less: Amounts amortized to revenue	(2,000)	(2,000)
Balance - End of year	<b>\$ 5,002</b>	<b>\$ 7,002</b>

Amount amortized to revenue is included in amortization of deferred contributions and forgiveness of debt in the statement of operations- operating fund.

**8. PROVINCE OF NEW BRUNSWICK SUBSIDY PAYMENTS**

The Corporation has received assistance totaling \$113,088 (2022 - \$110,985) through the Province of New Brunswick Department of Social Development in relation to supportive housing tenant occupancy.

**9. RELATED PARTY TRANSACTIONS**

The Corporation had the following transactions with related parties in the normal course of business; all transactions are recorded at their exchange value.

- Project management fees of supportive services of \$54,117 (2022 - \$53,143), and management fees of \$200,204 (2022 - \$188,487) were paid to York Care Centre Inc., who share common management, during the fiscal year. The March 31, 2023 payables and accrual balance includes payables to York Care Centre Inc. of \$32,074 (2022 - \$28,156).

*(continues)*

## Notes to Financial Statements

Year Ended March 31, 2023

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**9. RELATED PARTY TRANSACTIONS *(continued)***

- The Corporation pays certain expenses for the Centre for Research in Aging Inc., who share common management, and has receivables as at March 31, 2023, with respect to those transactions of \$782 (2022 - \$1,199)

The Corporation had a first mortgage on the property at 116 Sunset Dr. with York County Properties that was repaid during the year, an entity for which there is a common board of directors (note 4).

**10. CAPITAL MANAGEMENT**

Management considers capital to be fund balances. The Corporation's objective when managing capital is to maintain financial strength to sustain long-term delivery of its core activities within its own organization and within its related parties.

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE**  
**Financial Statements**  
**Year Ended March 31, 2023**

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE****Index to Financial Statements****Year Ended March 31, 2023**

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## COMPILATION ENGAGEMENT REPORT

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To the Board of Directors of York Developments Inc. - 116 Sunset Drive

On the basis of information provided by management, we have compiled the statement of operations and changes in net assets for the operating fund, supportive housing replacement reserve, and the vacancy reserve for the year ended March 31, 2023.

Management is responsible for the accompanying financial statements, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991. Our responsibility is to assist management in the preparation of the financial statements.

We have not performed an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the statements provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial statements.

Readers are cautioned that the financial statements may not be appropriate for their purposes.

Saint John, New Brunswick  
June 12, 2023

  
CHARTERED PROFESSIONAL ACCOUNTANTS

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE**  
**Statement of Operations and Changes in Net Assets - Operating Fund**  
**Year Ended March 31, 2023**

	2023	2022
<b>REVENUE</b>		
Tenant Services	\$ 223,945	\$ 203,794
Rentals	210,858	202,864
Province of New Brunswick subsidy payments	113,088	110,985
Province of New Brunswick care revenue	93,446	108,754
Other	10,900	8,698
Client paid care revenue	2,564	3,381
Amortization of deferred contributions	57,250	57,250
	<u>712,051</u>	<u>695,726</u>
<b>EXPENDITURES</b>		
Salaries and wages	228,670	227,518
Mortgage interest	53,682	49,563
Food services	51,565	53,393
Electricity	43,923	46,100
Administration charges	29,824	26,918
Employee benefits	24,640	25,381
Property taxes	21,031	23,011
Security	16,235	16,123
Repairs and maintenance	15,861	14,977
Insurance	10,191	8,073
Supplies	10,101	5,005
Legal fees	7,008	-
Minor equipment and furnishings	4,499	7,859
Fire alarm rental, sprinkler and elevator inspection	3,932	9,489
Water and sewage	3,856	3,856
Ground maintenance	3,679	3,534
Bank charges	3,283	769
Audit fees	2,679	3,579
Garbage removal	2,466	2,154
Advertising	927	127
Housing association	497	662
Cable	270	623
Telephone	-	210
Depreciation	163,556	166,394
	<u>702,375</u>	<u>695,318</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>9,676</b>	<b>408</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	<u>121,376</u>	<u>138,968</u>
	<b>131,052</b>	<b>139,376</b>
<b>TRANSFER TO SUPPORTIVE HOUSING REPLACEMENT RESERVE</b>	<u>(16,500)</u>	<u>(18,000)</u>
<b>NET ASSETS - END OF YEAR</b>	<u>\$ 114,552</u>	<u>\$ 121,376</u>

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE**  
**Statement of Operations and Changes in Net Assets - Supportive Housing Replacement Reserve**  
**Year Ended March 31, 2023**

	2023	2022
<b>INTEREST INCOME</b>	<b>\$ 358</b>	<b>\$ -</b>
<b>TRANSFER FROM OPERATING FUND</b>	<b>16,500</b>	<b>18,000</b>
<b>CHANGE IN FUND BALANCE</b>	<b>16,858</b>	<b>18,000</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	<b>145,568</b>	<b>127,568</b>
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 162,426</b>	<b>\$ 145,568</b>

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE**  
**Statement of Operations and Changes in Net Assets - Vacancy Reserve**  
**Year Ended March 31, 2023**

	2023	2022
<b>INTEREST INCOME</b>	<b>\$ 1,314</b>	<b>\$ 296</b>
<b>EXPENDITURES</b>	<b>-</b>	<b>-</b>
<b>EXCESS OF INTEREST INCOME OVER EXPENDITURES</b>	<b>1,314</b>	<b>296</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	<b>42,423</b>	<b>42,127</b>
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 43,737</b>	<b>\$ 42,423</b>

**YORK DEVELOPMENTS INC. - 91, 95, 120 SUNSET DRIVE**  
**Financial Statements**  
**Year Ended March 31, 2023**

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## COMPILATION ENGAGEMENT REPORT

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To the Board of Directors of York Developments Inc. - 91, 95, 120 Sunset Drive

On the basis of information provided by management, we have compiled the statement of operations and change in net assets for the operating fund and the replacement reserve fund, for the year ended March 31, 2023.

Management is responsible for the accompanying financial statements, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991. Our responsibility is to assist management in the preparation of the financial statements.

We have not performed an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the statements provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial statements.

Readers are cautioned that the financial statements may not be appropriate for their purposes.

Saint John, New Brunswick  
June 12, 2023

  
CHARTERED PROFESSIONAL ACCOUNTANTS

**YORK DEVELOPMENTS INC. - 91, 95, 120 SUNSET DRIVE**  
**Statement of Operations and Change in Net Assets - Operating Fund**  
**Year Ended March 31, 2023**

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	2023	2022
<b>REVENUE</b>		
Rentals	\$ 496,511	\$ 475,338
Other	11,060	12,096
Project workers	-	5,028
Amortization of deferred contributions	16,140	16,140
	<u>523,711</u>	<u>508,602</u>
<b>EXPENDITURES</b>		
Administration charges	130,719	127,141
Salaries	74,040	69,654
Property taxes	50,946	47,364
Repairs and maintenance - building	43,265	68,234
Security	37,882	37,620
Insurance	29,049	21,336
Electricity	23,084	16,910
Grounds maintenance	12,060	8,869
Water and sewage	10,876	10,876
Repairs and maintenance - equipment	7,043	10,891
Garbage removal	6,814	5,946
Employee benefits	6,518	9,748
Fire alarm rental, sprinkler and elevator inspection	5,544	9,849
Audit fees	5,146	7,958
Supplies	4,051	560
Pager/telephone	2,287	2,391
Legal fees	1,648	-
Minor equipment and furnishings	1,612	-
Memberships	1,075	-
Board expense	810	-
Travel	753	651
Project workers	-	4,924
Bank charges	-	3
Depreciation	16,796	16,832
	<u>472,018</u>	<u>477,757</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>51,693</b>	<b>30,845</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	<b>528,165</b>	<b>499,051</b>
	<b>579,858</b>	<b>529,896</b>
<b>TRANSFER TO REPLACEMENT RESERVE</b>	<b>(18,000)</b>	<b>(20,734)</b>
<b>TRANSFER FROM REPLACEMENT RESERVE</b>	<b>16,950</b>	<b>19,003</b>
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 578,808</b>	<b>\$ 528,165</b>

**Statement of Operations and Changes in Net Assets - Replacement Reserve**  
**Year Ended March 31, 2023**

	2023	2022
<b>INTEREST INCOME</b>	\$ 2,700	\$ 593
<b>TRANSFERS</b>		
Transfer from Operating Fund	18,000	20,734
Transfer to Operating Fund	<u>(16,950)</u>	<u>(19,003)</u>
<b>CHANGE IN FUND BALANCE</b>	3,750	2,324
<b>NET ASSETS - BEGINNING OF YEAR</b>	<u>85,395</u>	<u>83,071</u>
<b>NET ASSETS - END OF YEAR</b>	<u>\$ 89,145</u>	<u>\$ 85,395</u>

**YORK DEVELOPMENTS INC. - ADULT DAY PROGRAM**

**Financial Information**

**Year Ended March 31, 2023**

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## COMPILATION ENGAGEMENT REPORT

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To the Board of Directors of York Developments Inc. - Adult Day Program

On the basis of information provided by management, we have compiled the statement of income and deficit for the year ended March 31, 2023.

Management is responsible for the accompanying financial statement, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991. Our responsibility is to assist management in the preparation of the financial statements.

We have not performed an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the statement provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial statement.

Readers are cautioned that the financial statement may not be appropriate for their purposes.

Saint John, New Brunswick  
June 12, 2023

  
CHARTERED PROFESSIONAL ACCOUNTANTS

## Statement of Income and Deficit

Year Ended March 31, 2023

	2023	2022
<b>REVENUE</b>		
Province of New Brunswick care revenue	\$ 19,529	\$ -
Other	15,828	-
Client paid care revenue	13,335	-
Amortization of deferred contributions	2,000	2,000
	<u>50,692</u>	<u>2,000</u>
<b>EXPENDITURES</b>		
Salaries	30,203	-
Repairs and maintenance - building	4,403	4,403
Employee benefits	3,848	-
Food services	2,887	-
Supplies	2,486	24
Administration	1,550	-
Advertising	878	-
Insurance	649	590
Minor equipment and furnishings	353	127
Travel	313	-
Depreciation	-	288
	<u>47,570</u>	<u>5,432</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	<b>3,122</b>	<b>(3,432)</b>
<b>DEFICIT - BEGINNING OF YEAR</b>	<b>(35,403)</b>	<b>(31,971)</b>
<b>DEFICIT - END OF YEAR</b>	<b>\$ (32,281)</b>	<b>\$ (35,403)</b>

**CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.**  
**Financial Statements**  
**Year Ended March 31, 2023**

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Year Ended March 31, 2023

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## INDEPENDENT AUDITORS' REPORT

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To the Members of Centre for Innovation and Research in Aging Inc.

### *Opinion*

We have audited the financial statements of Centre for Innovation and Research in Aging Inc. (the "Corporation"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

### *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

*(continues)*

Independent Auditors' Report to the Members of Centre for Innovation and Research in Aging Inc. *(continued)*

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Saint John, New Brunswick  
June 12, 2023

  
CHARTERED PROFESSIONAL ACCOUNTANTS

## Statement of Financial Position

March 31, 2023

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 546,798	\$ 694,357
Accounts receivable	1,243	3,760
Harmonized sales tax recoverable	9,745	5,177
	<u>557,786</u>	<u>703,294</u>
<b>CAPITAL ASSET (Note 3)</b>	<u>5,061</u>	<u>8,298</u>
	<u>\$ 562,847</u>	<u>\$ 711,592</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities (Note 4)	\$ 48,381	\$ 87,181
Due to related parties (Note 5)	5,985	17,182
	<u>54,366</u>	<u>104,363</u>
<b>DEFERRED CONTRIBUTIONS (Note 6)</b>	<u>486,818</u>	<u>604,744</u>
	<u>541,184</u>	<u>709,107</u>
<b>NET ASSETS (DEFICIT)</b>		
<b>UNRESTRICTED</b>	<u>16,602</u>	<u>(5,813)</u>
<b>INVESTED IN CAPITAL ASSETS</b>	<u>5,061</u>	<u>8,298</u>
	<u>21,663</u>	<u>2,485</u>
	<u>\$ 562,847</u>	<u>\$ 711,592</u>

ON BEHALF OF THE BOARD

  
 \_\_\_\_\_ Director

  
 \_\_\_\_\_ Director

**Statement of Operations**  
**Year Ended March 31, 2023**

	2023	2022
<b>REVENUE</b>		
Project grants	\$ 759,578	\$ 657,689
Operational grants <i>(Note 8)</i>	45,000	191,000
Symposium Revenue	40,420	-
Other	1,500	-
	<u>846,498</u>	<u>848,689</u>
<b>EXPENDITURES</b>		
Project expenditures	759,578	657,689
Symposium expenses	42,428	-
Administration	38,779	60,589
Depreciation	3,237	3,237
	<u>844,022</u>	<u>721,515</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES FROM OPERATIONS</b>	2,476	127,174
<b>INVESTMENT INCOME</b>	<u>16,702</u>	<u>4,373</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<u>\$ 19,178</u>	<u>\$ 131,547</u>

## Statement of Changes in Net Assets

Year Ended March 31, 2023

	Unrestricted	Invested in Capital Assets	2023	2022
<b>NET ASSETS (DEFICIT) - BEGINNING OF YEAR</b>	\$ (5,813)	\$ 8,298	\$ 2,485	\$ (129,062)
<b>EXCESS OF (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	22,415	(3,237)	19,178	131,547
<b>NET ASSETS - END OF YEAR</b>	\$ 16,602	\$ 5,061	\$ 21,663	\$ 2,485

**Statement of Cash Flows**  
**Year Ended March 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenditures	\$ 19,178	\$ 131,547
Item not affecting cash:		
Amortization of capital asset	3,237	3,237
	<u>22,415</u>	<u>134,784</u>
Changes in non-cash working capital:		
Accounts receivable	2,517	(3,177)
Harmonized sales tax payable (recoverable)	(4,568)	27,884
Accounts payable	(38,800)	(10,924)
Deferred contributions	(117,926)	(329,740)
	<u>(158,777)</u>	<u>(315,957)</u>
Cash flow used by operating activities	<u>(136,362)</u>	<u>(181,173)</u>
<b>FINANCING ACTIVITY</b>		
Due to (from) related parties	(11,197)	7,037
<b>DECREASE IN CASH FLOW</b>	<b>(147,559)</b>	<b>(174,136)</b>
<b>CASH - BEGINNING OF YEAR</b>	<b>694,357</b>	<b>868,493</b>
<b>CASH - END OF YEAR</b>	<b>\$ 546,798</b>	<b>\$ 694,357</b>

## Notes to Financial Statements

Year Ended March 31, 2023

**1. NATURE OF OPERATIONS**

Centre for Innovation and Research in Aging Inc., (the "Corporation"), was incorporated on March 15, 2018 for the primary purpose of conducting scientific research to advance matters that impact the elderly and aging. The Corporation is a not-for-profit organization and is exempt from federal and provincial corporate taxes under paragraph 149(1) of the Income Tax Act.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**Basis of Presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNFP").

Cash and Cash Equivalents

The Corporation consists cash on hand, short-term deposits and balances with banks, net of overdrafts as cash and cash equivalents.

Revenue Recognition

The Corporation generates revenue through project grants and related research services. Grant revenue is recognized when there is reasonable assurance that the Corporation has complied with and will continue to comply with all conditions necessary to obtain the grants. Symposium revenue is recognized when received. Other revenue is recognized when there is a persuasive evidence of an arrangement, the associated fees are fixed or determinable and collection is reasonably assured.

Contributed Services

Volunteers contribute, as participants, numerous hours per year to assist the Corporation in carrying out its activities. The fair value of these donated services cannot be reasonably determined and are therefore not reflected in these financial statements.

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in excess of revenue over expenditures. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Measurement Uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Examples of significant estimates include

- providing for amortization of capital assets;
- the estimated useful lives of assets; and
- the recoverability of tangible assets.

(continues)

## Notes to Financial Statements

Year Ended March 31, 2023

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**Capital Assets

Capital Assets are stated at cost or deemed cost less accumulated depreciation. Capital Assets are depreciated over their estimated useful lives on a straight-line basis at the following rate:

Equipment	5 years
-----------	---------

The Corporation regularly reviews its capital assets to eliminate obsolete items.

Certain of these assets may be funded by specific grants. The Corporation accounts for these capital grants as deferred contributions. Depreciation of these deferred contributions is provided for at the same rate as depreciation on the related assets.

Interest expense incurred to finance construction is capitalized with the related asset on large projects.

No depreciation is recorded on assets under construction. Depreciation on constructed assets commences in the year the total project is completed.

**3. CAPITAL ASSET**

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Equipment	\$ 16,186	\$ 11,125	\$ 5,061	\$ 8,298

**4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	2023	2022
Vacation payable	\$ 16,887	\$ 10,469
Government remittances payable	6,982	22,556
Trade accounts payable	3,735	32,224
Accrued liabilities	20,777	21,933
	<u>\$ 48,381</u>	<u>\$ 87,182</u>

**5. DUE TO RELATED PARTIES**

	2023	2022
York Care Centre Inc.	\$ 5,203	\$ 15,983
York Developments Inc.	782	1,199
	<u>\$ 5,985</u>	<u>\$ 17,182</u>

## Notes to Financial Statements

Year Ended March 31, 2023

**6. DEFERRED CONTRIBUTIONS**

The changes in the deferred contributions balance for the year are as follows:

	2023	2022
Balance - Beginning of year	\$ 604,744	\$ 934,484
Add: Contributions received during year	641,652	324,751
Less: Amounts amortized to revenue	(759,578)	(654,491)
Balance - End of year	<u>\$ 486,818</u>	<u>\$ 604,744</u>

**7. FINANCIAL INSTRUMENTS**

The Corporation is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Corporation's risk exposure and concentration as of March 31, 2023.

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Corporation is exposed to credit risk through receivables. As at March 31, 2023, the corporation does not have significant exposure to any individual client or counterparty.

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Corporation is exposed to this risk mainly in respect of its receipt of funds from its grantors and other related sources, and accounts payable and accrued liabilities. To manage liquidity risk, the Corporation has the ability to obtain working capital loans through the Province of New Brunswick, should cash requirements exceed cash generated from operating activities.

Currency Risk

Currency risk is the risk to the corporation's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The Corporation is not exposed to exchange risk as it does not hold any cash, accounts receivable or accounts payable in foreign currencies.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. The Corporation is not exposed to interest rate risk as it does not have any variable interest rate debt or bank indebtedness.

**8. RELATED PARTY TRANSACTIONS**

The Corporation had the following transactions with related parties in the normal course of business; all transactions are recorded at their exchange value. Balances due from related parties are non-interest bearing and have no fixed repayment terms.

- York Care Centre Inc. acts as the payroll agent for the Centre for Innovation and Research in Aging Inc. who share common management and has payables at year end with respect of these transactions for \$5,203 (2022 - \$15,983). York Care Centre Inc. also provided an operational grant to the Corporation of \$45,000 (2022 - \$191,000) during the year.
- York Developments Inc. pays certain expenses on the Corporation's behalf and share common management. The expenses are charged back to the Corporation. The amount of such expenses included in accounts payable at March 31, 2023 is \$782 (2022 - \$1,199).

Notes to Financial Statements

Year Ended March 31, 2023

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9. CAPITAL MANAGEMENT

Management considers capital to be fund balances. The Corporation's objective when managing capital is to maintain financial strength to sustain long-term delivery of its core activities within its own organization and within its related parties.

## CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.

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## Project Related Revenue and Expenditures (Unaudited)

Year Ended March 31, 2023

The accompanying financial information is presented as supplementary information only. In this respect, it does not form part of the financial statements of Centre for Innovation and Research in Aging Inc. for the year ended March 31, 2023.

	Opening deferred revenue 2022	Revenue received 2023	Revenue recognized 2023	Ending deferred revenue 2023
RA Co-op program Dept of PETL	\$ 19,349	\$ -	\$ -	\$ 19,349
VR Rehab Project HSPP Promote Physical Activity Project HSPP	68,773	-	68,773	-
Improve Immunization Project HSPP	47,591	-	47,591	-
Palliative Care Project HSPP	65,342	-	52,839	12,503
Poly pharmacy App Phase 2 Project HSPP	19,334	-	19,334	-
Student Funding Healthcare Excellence Canada Project	123,193	-	37,126	86,068
GENIE	-	9,985	9,985	-
Passive Aware	-	5,000	-	5,000
	150,884	326,666	277,400	200,150
	110,278	300,000	246,530	163,748
	<u>\$ 604,744</u>	<u>\$ 641,651</u>	<u>\$ 759,578</u>	<u>\$ 486,818</u>



**Financial Statements  
(Unaudited)**

**York County Properties Inc.**

**March 31, 2023**

# York County Properties Inc.

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**York County Properties Inc.**  
**Statement of Operations and Changes**  
**in Net Assets**

**(Unaudited)**

**Year Ended March 31,**

**2023**

**2022**

Revenue		
Mortgage Interest	\$ 876	\$ 1,754
Interest income	14,740	2,894
	<u>15,616</u>	<u>4,648</u>
Expenses		
Reimbursement of parent company expenses	15,298	4,320
Miscellaneous	0	2
Property taxes	318	325
	<u>15,616</u>	<u>4,648</u>
Excess of (expenditures over revenue) revenues over expenditures	<u>\$ -</u>	<u>\$ -</u>
Net assets, beginning of year	\$ 456,771	\$ 456,771
Excess of (expenditures over revenue) revenues over expenditures	-	-
Net assets, end of year	<u>\$ 456,771</u>	<u>\$ 456,771</u>

See accompanying notes to the financial statements.

**York County Properties Inc.**  
**Statement of Financial Position**  
**(Unaudited)**

March 31,	2023	2022
<b>Assets</b>		
Current		
Cash and cash equivalents	\$ 449,170	\$ 410,972
Receivables (includes mortgage in 2022)	1,893	38,522
Prepays	0	0
	<u>451,063</u>	<u>449,494</u>
Land (Note 3)	7,601	7,601
	<u>\$ 458,664</u>	<u>\$ 457,095</u>
<b>Liabilities</b>		
Current		
Payables and accruals	<u>\$1,893</u>	<u>\$324</u>
	<u>\$1,893</u>	<u>\$324</u>
<b>Fund Balances</b>	<u>456,771</u>	456,771
	<u>\$ 458,664</u>	<u>\$ 457,095</u>

ON BEHALF OF THE BOARD



Director



Director

See accompanying notes to the financial statements.

**York County Properties Inc.**  
**Statement of Cash Flows**  
**(Unaudited)**

Year Ended March 31,

2023

2022

Increase (decrease) in cash and cash equivalents

**Operating**

Excess of (expenditures over revenues)

revenues over expenditures

\$ - \$ -

Gain on sale of assets

- -

\$0 \$0

Changes in

Receivables

36,628 17,988

Prepays

- 325

Payables and accruals

1,569 (235)

Deferred revenue

- -

38,197 18,079

**Investing**

Proceeds on sale of assets net of disposal costs

- -

- -

Net (decrease) increase in cash and cash equivalents

38,197 18,079

Cash and cash equivalents, beginning of year

410,972 392,893

Cash and cash equivalents, end of year

\$ 449,169 \$ 410,972

See accompanying notes to the financial statements.

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**York County Properties Inc.**  
**Notes to the Financial Statements**  
(Unaudited)  
March 31, 2023

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**1. Nature of operations**

The corporation operated the historic W.W.Boyce Farmer's Market for many years. As of February 28, 2009 the the W.W Boyce Farmer's Market was sold to the Province of New Brunswick. As per a review performed by Canada Revenue Agency in the fall of 2010, the organization no longer qualifies as a not-for-profit, and is required to calculate federal and provincial corporate taxes.

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**2. Summary of significant accounting policies**

**Revenue and expenditures**

Revenue and expenditures are recorded according to the accrual basis of accounting. Administration expenditures are not subject to reallocation procedures to projects and activities.

**Capital assets**

Capital assets are recorded at cost.

**Cash and cash equivalents**

Cash and cash equivalents include cash on hand and balances with banks.

**Use of estimates**

Under Canadian Generally Accepted Accounting Principles management is required to make estimates and assumptions to prepare financial statements. These estimates are based on management's best knowledge of current events and actions that the corporation may undertake in the future. These estimates and assumptions may affect the amount of assets and liabilities presented as at the reporting date and the reported amount of revenue and expenses during the fiscal period. Actual results may be different from the estimates and assumptions used.

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**3. Land**

	<b>Cost</b>	<b>Accumulated Depreciation</b>	<b>2023 Net Book Value</b>	<b>2022 Net Book Value</b>
Land - York Farm	7,601	-	7,601	7,601
	<u>\$ 7,601</u>	<u>\$ -</u>	<u>\$ 7,601</u>	<u>\$ 7,601</u>

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**York County Properties Inc.**  
**Notes to the Financial Statements**  
**(Unaudited)**  
**March 31, 2023**

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<b>4. Net Assets</b>	<b>2023</b>	<b>2022</b>
Capital fund	\$ 7,601	\$ 7,601
Operating Fund	<u>449,170</u>	<u>449,170</u>
	<u>\$ 456,771</u>	<u>\$ 456,771</u>

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**6. Financial instruments**

The company's financial instruments consist of cash and cash equivalents, receivables or payables and amounts due to/from related parties. Unless otherwise noted it is management's opinion that the company is not exposed to significant interest, currency or credit risk arising from these financial instruments. The fair value of these financial instruments approximates their carrying values, unless otherwise noted due to their short period to maturity.

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**7. Other**

During the 2017-18 fiscal year, York County properties changed banking services from the National Bank to CIBC. At March 31, 2018, the company no longer has available any line of credit facility.

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**8. Capital Management**

Management considers capital to be net assets. The company's objective when managing capital is to maintain financial strength to sustain long term delivery of its core activities within its own organization and within the York Group of Companies.

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**9. Mortgage with York Developments Inc.**

At March 31, 2022 York County Properties had a mortgage receivable from York Developments Inc. in the amount of \$38,198. On December 1, 2022 YDI paid off the mortgage in full. At March 31, 2023 there is no amount in the receivables line on the Statement of Financial Position relating to this mortgage.

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## CONFIDENTIAL BRIEFING NOTE

To: Governance and Audit Committee

From: Renee Lowe

Date: June 12, 2023

RE: **Board Assessment Survey Results**

### Purpose

To provide the Governance and Audit Committee of the Board with a summary of survey results from the recent board and board sub-committee assessment surveys.

### Background

The Board of Directors of York Care Centre is committed to monitoring the processes and performance of the Board, its Chair and Members as well as its committees, their Chairs and Members. As a result, the Board has implemented an annual assessment process. This has assisted the Board in identifying strengths, areas where improvement should be considered, and in identifying topics for inclusion in educational sessions for Board and Committee Members.

### Results

Board Assessment			
Board activities are confined to policy issues rather than management issues.	79%	The President & CEO is evaluated annually with input from Directors.	80%
We have a written statement of Vision, Mission and Values for our organization.	84%	Directors are given an orientation session within a reasonable amount of time.	77%
The material and information provided to members allows for an understanding of the critical issues, the long-range plans, the goals and strategy of the organization.	83%	The board has a 5-year strategic plan which is reviewed regularly.	80%
As a Board member I feel comfortable in approaching the Chair of the Board, the Chair of Committees or the President & CEO to seek clarification on issues that are not clear to me.	89%	Directors are provided opportunities through educational/information sessions to keep current on sector issues and trends which may impact on the organization and the needs of the community it serves.	73%

We know what our business is and what it isn't.	79%	Differences of opinions are encouraged during discussions, but all are expected to carry out the decisions reached.	81%
We have a Code of Conduct for Board Members.	84%	Directors do not cross the boundaries between board and staff.	83%
We know the difference between the roles of the Directors and that of the staff.	85%	Information is provided in a timely and easy to read manner, and as a Board we are informed regularly and completely.	85%
All management activities are delegated to the President & CEO.	85%	Directors trust each other and have a high degree of disclosure among themselves.	81%
As a member of the Board, I feel comfortable in challenging the strategy, direction, goals and plans and to take an unpopular position if required.	81%	Directors understand their fiduciary, ethical and legal responsibilities.	73%
The history and tradition of the organization are clear to this Board and are honored or changed with deliberation and agreement.	80%	The goals of our organization are clear and re-visited regularly.	81%
The responsibilities of the Directors are defined.	80%		

Chair Assessment	
Board meetings are held often enough to keep everyone informed and actively able to serve the organization well.	89%
Information, such as minutes of meetings, agendas and details are provided in a timely and informative manner.	91%
Meetings are professionally managed, member participation is encouraged, agenda is followed and matters under consideration are concluded in a timely and effective manner.	89%
There is time for closed sessions as well as for business at hand.	80%
Each year the Board sets out its top priorities and meetings attend to these priorities.	79%
Items that should be handled by the staff, or delegated to specific committees, are handled in that manner.	90%
When making decisions this Board uses a variety of procedures and resorts to parliamentary procedure only when required.	87%
The CEO is a valued member of the Board even if she is not a formal member.	97%

Staff members are invited to attend board meetings as appropriate.	97%
Maintains a constructive working relationship with the President & CEO and Board members.	97%

Committee Assessment					
	Governance	Finance	Research	Care	Avg/Variance
I understand the organization's vision, mission, values and goals.	94%	93%	91%	96%	94%
The Terms of reference for the Committee were provided and explained to members.	90%	82%	96%	96%	91%
Matters brought before the Committee respect the Term of Reference.	88%	85%	96%	98%	92%
The agenda for meetings and related documents are circulated in sufficient time to allow for review and preparation prior to the meeting.	88%	82%	98%	98%	92%
The material and information provided allows for an understanding of the issues to be considered and if required I feel comfortable in approaching the Chair of the Committee to seek clarification on issues that are not clear to me.	94%	92%	98%	98%	96%
Members come to the meeting prepared and ready to contribute.	92%	87%	98%	96%	93%
Meetings are professionally managed, make good use of members' time, follow the agenda and are concluded within a reasonable time.	80%	93%	89%	93%	89%
The minutes of the meetings are accurate and reflect the discussions and conclusions/decisions reached.	92%	93%	98%	98%	95%
Meetings are held regularly and with appropriate frequency.	90%	92%	96%	91%	92%
Members treat each other with respect and courtesy.	90%	93%	100%	100%	96%
When I speak, I feel listened to and my views/comments are valued.	88%	90%	93%	100%	93%
I feel the Committee has the respect of the Board of Directors.	94%	93%	93%	98%	95%

## **Overall Comments**

### Board Assessment

1. All board members and management personnel seem to know role.
2. Sometimes we stray into operational issues that I think should be limited.
3. I am not new to the board, but new after a 4-year absence, and have only been to two meetings. I have not had time to understand how the current board is working.

### Chair of the Board Assessment

1. The board members work very well together and are well educated in different subjects that concerns them.
2. Lyne has done a tremendous job as Chair. She is well respected by everyone. The board agendas are often too full. I believe that shorter, more frequent board meetings would be beneficial.

### Committee Assessment – Governance and Audit

1. All responses were generally strong. No concerns identified.

### Committee Assessment – Finance

1. The Finance and Administration Committee members have varied backgrounds and bring good perspectives to the discussions and decisions that take place.

### Committee Assessment – Research

1. I wish there were a few more committee members with a direct research background. I am also unsure of how the Board of Directors feels about the Research and Ethics Committee.
2. As a community member of the committee, sometimes I feel a bit out of the loop on items that were raised at the Board level. I do appreciate when decisions made at the higher level are shared during the committee meeting as it clarifies the discussion and helps to see where the committee's work fits into the bigger picture.

### Committee Assessment – Care

1. All responses were generally strong. No concerns identified.

**DATE:** June 15, 2023

**SOURCE:** Chief Financial Officer

**SUBJECT:** Approval of YCC 2023-24 Budget Funding from Dept. of Social Development and approval of a revised revenue and expenditure budget for YCC.

**RECOMMENDED ACTION:**

Pierre LeBlanc, Chair of the Finance and Administration Committee moves that the Board of Directors accept the total budget funding of \$23,004,219 provided by the Department of Social Development to York Care Centre Inc. and have the Board Chair and President and CEO sign the Certification of Budget Allocation for the 2023-24 fiscal year.

Pierre LeBlanc, Chair of the Finance and Administration Committee moves that the Board of Directors approve an amended internal 2023-24 budget for York Care Centre summarized as total revenue of \$24,193,338 and total expenditures of \$24,193,338 for a net surplus of \$0.

**BACKGROUND AND CONTENT:**

On June 9, 2023, the Department of Social Development (DSD) sent the 2023-24 budget package to YCC. The total funding amount is \$23,004,219. This budget provides funding for:

- all known salary increases for RNs, CUPE and Non-Bargaining staff as per the respective agreements, along with employer costs for CPP, EI, WSNB and pension.
- permanent funding of 26.25 hours of Resident Attendant per day and 5 hours of Activity Coordinator per day continues for 2023-24.
- Inflationary increases on non-salary items:

4.49% on Education costs	\$ 1,792
13.6% increase on Insurance	\$ 8,691
4.49% increase on Health & Dental	\$ 13,274
4.0% on other non-wage categories	<u>\$ 76,065</u>
Total of above inflationary increases	\$ 99,822

We have reviewed the budget package and feel that the 2023-24 funding provided will allow YCC to deal with the inflationary pressures we are incurring at this time. We have prepared a revised YCC budget that incorporates this DSD budget and also reflects the revenue and expenditure changes that have occurred since the YCC 2023-24 budget was approved by the Board of Directors in March 2023.

DSD requires YCC to accept the budget allocation and return the appropriate document to DSD before they will begin paying any 2023-24 budget amendments. Therefore, YCC is bringing this to the Board for approval at the June 2023 meeting, rather than waiting to the next Finance and Administration meeting in September 2023.

**LEGAL AUTHORITY:**

Bylaws and Rules of Order

**INTERNAL CONSULTATIONS:**

Senior Leadership Team

**EXTERNAL COMMUNICATIONS:**

None.

**FINANCIAL CONSIDERATIONS:**

The budget funding provided by the Department of Social Development will allow YCC to cover inflationary pressures being experienced in the 2023-24 year. This should allow YCC to finish the fiscal year in a balanced or small surplus position.

**RESOURCE PERSONS RESPONSIBLE FOR FOLLOW UP:**

Byard Smith

**ATTACHMENTS:**

DSD 2023-24 Budget Summary for YCC  
DSD Certification of Budget Allocation for 2023-24  
Revised YCC 2023-24 Proposed Budget Summary

**CONTACT:**

Byard Smith, CPA, BBA, CMA  
Chief Financial Officer



Province of New Brunswick / Province du Nouveau-Brunswick  
 Department of Social Development / Ministère du développement social  
 Nursing Home Services / Services des foyers de soins

## 2023-2024 Budget Summary / Budget Sommaire 2023-2024

Nursing Home / Foyer de soins :  
 Location / Localité :

**York Care Centre Inc.**

Fredericton, N.B.

# of Beds / # de Lits :

218

Resident Days / Jours-Résidents :

366

79,788

Housekeeping Square Footage / Pieds Carrés du Ménage:

180,623

	Amount / Montant	Per Diem / Taux quotidien	
FTEs and Wage Expenses / ETP et dépenses salariales	\$ 13,862,703	\$ 173.74	See Appendix A / Voir annexe A
Personnel Benefits / Bénéfices marginaux	\$ 3,120,661	\$ 39.11	See Appendix B / Voir annexe B
Other Expenses / Autres dépenses	\$ 3,413,924	\$ 42.79	See Appendix C / Voir annexe C
Capital (Non-trans.)	\$ 2,606,931	\$ 32.67	See Appendix D / Voir annexe D
<b>Grand Total</b>	<b>\$ 23,004,219</b>	<b>\$ 288.31</b>	
<b>Monthly Rate / Taux mensuel</b>	<b>\$ 8,793.66</b>		

Subject to the approval of the Legislative Assembly  
 Sujet à l'approbation de l'Assemblée Législative

**DEPARTMENT OF SOCIAL DEVELOPMENT  
CERTIFICATION OF BUDGET ALLOCATION  
FOR 2023-2024 FISCAL YEAR**

---

CERTIFICATION

WE HEREBY CERTIFY THAT THE ENCLOSED BUDGET DOCUMENTS FOR THE CURRENT FISCAL YEAR 2023-2024 HAVE BEEN REVIEWED BY THE BOARD OF DIRECTORS AND THESE FUNDS HAVE BEEN ACCEPTED.

DATE: \_\_\_\_\_

\_\_\_\_\_  
CHAIRMAN,  
BOARD OF DIRECTORS

\_\_\_\_\_  
ADMINISTRATOR

NURSING HOME: \_\_\_\_\_

LOCATION: \_\_\_\_\_

**PLEASE NOTE THAT UNTIL THIS FORM IS RECEIVED BY THE DEPARTMENT, NO BUDGET-AMENDMENTS CAN BE PROCESSED.**

**PLEASE UPLOAD TO WORKSPACES**



Attached is a proposed budget for York Care Centre Inc. for the fiscal year ended March 31, 2024. The first column is the 2022-23 revised budget approved by the Board in September 2022. The second column is the budget approved by Board in March 2023. Third Column is the Amended Proposed for the 2023-24 fiscal year, based on Actual DSD Budget.

## YORK CARE CENTRE INC. PROPOSED BUDGET 2023-24

	2022-23 Budget Approved Sept 2022	2023-24 Budget Approved March 2023	2023-24 Budget Proposed June 2023	Change From March 2023 Budget
Estimated Grant from Social Development	\$22,942,309	\$23,102,016	\$22,998,219	-\$103,797
Estimated Revenue from other sources	1,070,213	1,162,819	1,195,119	32,300
Total Estimated Revenue (Excluding Budget Amendments)	<u>\$24,012,522</u>	<u>\$24,264,835</u>	<u>\$24,193,338</u>	<u>-\$71,497</u>
Operating Expenditures:				
Care Services, Recreation & Pastoral Care	\$10,385,117	\$10,456,034	\$10,407,953	-\$48,081
Operations, Dietary and Environmental Services	6,463,298	6,727,463	6,725,901	-1,562
Administration, Education and Employee Benefits	4,004,547	3,925,237	3,903,383	-21,854
Research	45,000	45,000	45,000	0
Capital Mortgage, Loan payments and Depreciation	3,114,560	3,111,101	3,111,101	0
Total Ordinary Expenditures	<u>\$24,012,522</u>	<u>\$24,264,835</u>	<u>\$24,193,338</u>	<u>-71,497</u>
Ordinary Surplus (Deficit)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Less Transfer to Replacement Reserve Fund	-3,300	-3,300	-3,300	\$0
Net Increase (Decrease) in Operating Fund balance	<u>-\$3,300</u>	<u>-\$3,300</u>	<u>-\$3,300</u>	<u>\$0</u>

Byard Smith, CPA, CMA, BBA  
Chief Financial Officer  
June 15, 2023; 11:30 AM



**Assumptions or other factors used in formulating the YCC 2023-24 budget:**

1. The \$158,000 Capital expenditures included in this budget reflects the multi year plan prepared by the CFO and Director of Facilities.
2. In April 2021, the Minister of Social Development announced that hours of care in nursing homes would increase from from 3.1 to 3.2 hours per resident day on October 1, 2021 and from 3.2 to 3.3 effective April 1/22. The budget for 2023-24 reflects funding of the 3.3 hours of care.
3. There is no standard inflation rate applied to expenditure areas. A detailed analysis was done of year over year expenditure changes and a budget was arrived at which we think is attainable and reasonable. This version of the budget reflects the actual funding from DSD for the 2023-24 year.
4. The 2023-24 budget reflects the RN Contract which was signed in May 2022, the approved non-bargaining raises in April and Oct of 2023, as well as the annualization of the final COLA adj for CUPE. No provision has been made for the future CUPE contract which is under negotiation.
5. We have received the actual 2023-24 budget document from Social Development. Therefore, the proposed budget reflects the actual revenue and expenditure to be funded by SD for 2023-24.
6. During the 2022-23 fiscal DSD provided funding for the Truth and Reconciliation STAT. This is now built into the 2023-24 budget and will recurr in future years.
7. This budget reflects the inversion pay adjustments approved by the YCC Board to address issues created by the signing of the new RN Contract.
8. This budget contains funding for some Strategic Plan initiatives such as leadership training, orientation and accomodation costs for new staff, website / branding refresh, etc. However, once the Strategic Plan is completed, there may be other financial impacts on the 2023-24 budget.



York Care Centre Inc.		Expenditure	Revenue
Comparison of 2022-23 and 2023-24 Budgets			
Approved Expenditure / Revenue Budget for 2022-23 (Sept 2022)		\$24,012,522	\$22,942,309
Other revenue sources for 2022-23			\$1,070,213
Budget approved from DSD and other sources			<u>\$24,012,522</u>
<b>The following variances are presented in April 2022 YCC Budget:</b>			
Adjust SD Funding re items listed below			\$137,356
Increase Revenue from Inter-Company Charges YDI, CIRA, YCF			\$27,027
Amortization of Deferred revenue lower than 2022-23			-\$10,041
Decrease cable TV revenue (Rate up \$0.50 per month but usage down); Cable Expense increase	\$670		-\$4,501
Other revenue adjustments			-\$1,325
Increase Care salaries re RN and CUPE raise, Sept 30 STAT	\$96,252		
Increase Dietary, Environ and Operations salaries re CUPE, Sept 30 STAT and SHP Pay increases	\$23,955		
Increase Administration salaries re pay increases	\$15,960		
Lower expenses re Education Supplies	-\$7,000		
Increase budget to cover Jobs Unlimited staff now paid based on minimum wage.	\$25,000		
Decrease ER payroll benefit costs (WSNB lower and CPP higher)	-\$61,755		
Mortgage / Loans / Depreciation Lower in 2023-24	-\$3,459		
Remove Memory Lane Expenditure budget (project finished)	-\$30,000		
Add additional funding for orientation re new hires	\$20,000		
Remove other one time items added in 2022-23	-\$66,158		
Property Tax (Decreased from 2022) offset by rev decrease from DSD	-\$24,652		
<b>Expenditure changes to cover inflation:</b>			
Care Services	\$2,587		
Administration	\$2,383		
Activities	\$269		
Maint - Heating	\$22,741		
Maint - Electricity	\$40,584		
Housekeeping	-\$37,047		
Dietary - Food and Supplies	\$146,661		
Laundry - Supplies and Linen	\$33,284		
IT Support	\$2,038		
<b>Increase expense budgets to cover equipment previously capitalized:</b>			
IT - Computer Hardware	\$20,000		
Care Services - Equipment	\$15,000		
Dietary - Equipment	\$5,000		
Environment - Equipment	\$5,000		
Admin - Equipment	\$3,000		
Activities - Equipment	\$2,000		
<b>Budget Changes in June 2023:</b>			
DSD Revenue funded lower than estimated			-\$103,797
Increase in Interest revenue to be earned by YCC re recent Bank of Canada increases			\$32,300
Lower Insurance expense budget to actual invoices	-\$1,562		
Applied higher salary vacancy deflator re care hours short	-\$48,081		
Adjust Non Transferable Pension Expense re DSD budget change	-\$21,854		
<b>2023-24 Total Budget</b>		<u>\$24,193,338</u>	<u>\$24,089,541</u> <u>-\$103,797</u>
<b>Changes to Grant from Soc Dev't:</b>			
2022-23 Actual Budget from Soc Dev't in June 2022		\$22,866,863	
Total SD Revenue included in YCC Budget Approved by Board Sept 2022		<u>\$22,866,863</u>	
Index CPP, EI, WSNB and Pension expense		-\$78,523	
SHP, CUPE Contract and Non-Bargaining Funding for 2023-24		66,268	
DSD add perm funding for Truth & Reconciliation STAT		68,474	
Actual Property Tax Decrease		-24,652	
Adjust Non-Transferable re Loans and Mortgages and Pensions		0	
Adj DSD actual funding for insurance		8,691	
Add Actual DSD Funding increase to cover inflation on non-wage line items		97,098	
<b>Total 2023-24 Actual SD Adjustments</b>		<u>137,356</u>	
<b>Total 2023-24 Actual SD Budget Funding</b>		<u>23,004,219</u>	
Less Estimated Vacant Bed day reduction for 2023-24		-6,000	
Estimated actual revenue from Social Development		<u>\$22,998,219</u>	

Updated: June 15, 2023; 11:30 AM



**Report to the Board**

President & Chief Executive Officer

For the period: April 27 – June 16, 2023

**Prepared By:**

| Geri Geldart, President & Chief Executive Officer  
Presented on May 1, 2023

## 1.0 STRATEGIC PLAN AND OPERATIONAL GOALS

- I am pleased to present final Strategic Plan for 2020 – 2025 as well as the 2023/24 Operating Plan.

## 2.0 CARE SERVICES

### 2.1 CURRENT PANDEMIC STATUS & HIGHLIGHTS

- The mask mandate was lifted on May 8<sup>th</sup>. It has been nice to see the faces of our visitors and our staff.
- Although truly welcomed, the removal of the mask mandate has increased the risk of COVID in our facility. We have been contending with investigations and outbreaks since early June.
- We are continuing to provide vaccinations to those who are eligible and have provided consent. Over 150 vaccinations have been provided within the past two weeks.

### 2.2 ANNUAL INSPECTION

- We have not yet been visited by the inspectors. It may be July or August...but we have given up trying to predict.

### 2.3 NURSING HOME WITHOUT WALLS

- Our proposal for participation in the Nursing Home Without Walls is nearing completion. We are proposing that we provide a Navigation Service which would help seniors/families living in the community, link with resources they might require to remain safely in their home. The proposal may involve attending services that are available in YCC (bathing, lunch and learn) or possible wellness visits in the seniors' home.
- We have been advised that once the proposals have been reviewed, there will be opportunity to work with DSD to fine tune the proposal.

### 2.4 FAMILY ADVOCACY

- Two FAC sessions have been held since last report – with special visits from Tommy Chapman – lead chef, and Pastor Norm. Attendance has been growing at these sessions.
- Concerns raised regarding the utensils being used as substitutes for single-use plastics (spoons, med cups, etc). A transition to permanent products is in process but in the interim, wooden spoons have been used on the medication carts...not well received.
- Pastor Norm has received many requests for more frequent church services. This is an important activity for many of our residents. We hold bi-weekly services on Wednesdays with very high attendance. The only limiting factor is the availability of volunteers and staff to porter residents to the service. We are hoping to step up to weekly services within the next few weeks.

## 3.0 PEOPLE AND CULTURE

### 3.1 RECRUITMENT

- Nothing new to report on recruitment. The Philippines recruitment work continues. Still no clear date on when new hires may arrive.

### 3.2 SUMMER STUDENTS

- We have been very pleased with approvals for summer students. We have been able to hire 8 students to work in a variety of roles in our facilities.
  - An intern, funded by the St. Thomas Gerontology Program, will be working with our Activity Program, helping with the Resident Needs Assessment initiative.
  - 4 students, funded under the Provincial SEED program, will fill roles as Junior Volunteer Coordinator, Activity Assistant, Maintenance Worker and Rehab Assistant.
  - 3 students, funded under the Canada Summer Jobs program, will fill roles such as Maintenance Assistant and Wellness / Recreation Coordinator for Hawkins House.

### 3.1 STAFF ENGAGEMENT

- Reymer Salvador has redesigned **our internal staff newsletter** and is strict about deadlines! I am contributing a monthly CEO column and an Ethics Corner column. (June edition attached).
- Two **employee surveys** distributed in early June. Preliminary analysis is available, but more work to be done analyzing the response to the open-ended questions.

#### **General staff pulse survey with a focus on communication (120 respondents).**

- “YCC is a great place to work”.  
Avg Score 3.95 /5. 74 % rated this statement as Agreed or Strongly Agreed
- “The communication received from YCC keeps me well informed”  
Avg Score 3.7 /5. 66% rated this statement as Agreed or Strongly Agreed.  
*Similar question in 2021 was rated 3.8.*
- “There is good communication within my department / team”  
Avg Score 3.95 /5. 60% rated this statement as Agreed or Strongly Agreed.
- “I am satisfied with my job”  
Avg Score 3.95 /5. 78% rated this statement as Agreed or Strongly Agreed.
- “The work I do is meaningful”  
Avg Score 4.4 / 5. 93% rated this statement as Agreed or Strongly Agreed.
- “I have the necessary tools and resources to do my job effectively”  
Avg Score 3.85 / 5. 72% rated this statement as Agreed or Strongly Agreed.
- “I would recommend YCC as a place to work”  
Avg Score 3.95 / 5. 74% rated this statement as Agreed or Strongly Agreed.  
*Similar question in 2021 was rate 3.7*

#### **Survey of the Leaders Forum focused on professional development. (22 respondents)**

- The most popular topics are:
  - Tackling challenging conversations
  - Addressing negativity in the workplace
  - Improving team and organizational communication

- Supporting mental wellness in the workplace
- Team building
- Time management
- **Two staff forums** are scheduled for the week of June 19<sup>th</sup>.
  - A Leaders Forum focused on a review of 22/23 accomplishments and the operating plan for 23/24. A specific focus will be on the results of the leadership development survey.
  - An ALL-STAFF forum is scheduled for June 22. The primary focus will be on “What’s New” and “Ask Me Anything”.

## 4.0 FACILITIES AND INFRASTRUCTURE

### 4.1 ROOFING REPAIR

- Although we have not received formal notification, we have learned that an RFP has been issued for the Dixon roof repair. Potential bidders have been in touch, requesting site visits in preparation for their submission. This is very good news.

### 4.2 GENERATOR FAILURE

- We experienced a major failure of our relatively new generator... just months after our warranty period had expired. We rented a temporary replacement while waiting for delivery of parts. Because our staff had identified and reported concerns during the warranty period, we are expecting to be compensated for our costs. Issue not yet settled.

## 5.0 OTHER ITEMS

### 5.1 FUNDING

- We have received our funding documents from DSD (I am told this is the earliest we have received budget documents in many years.) Byard Smith will bring forward an overview of the 23/24 funding and the implications for adjustments to the budget which you approved earlier this year.

### 5.2 DEPARTMENT OF SOCIAL DEVELOPMENT

- Elizabeth Dubee, Assistant Deputy Minister, Department of Social Development visited York Care Centre on June 6<sup>th</sup>, as part of a provincial tour of LTCs during Nursing Home Week. The Board Chair and the senior leadership team provided a tour of the facility, showcasing our strengths and bringing attention to issues such as staffing, infrastructure maintenance and funding.
- Although Ms. Dubee has only been in DSD for the past year, the team was impressed with her knowledge and her enthusiasm. She has requested the opportunity to meet again for further discussion.
- Announcement on May 29<sup>th</sup> of expansion of the **Mobile X-ray program** for long term care home. Mobile X-ray services were first provided in NB as part of the Health Seniors Pilot Project in Saint John, at Loch Lomond Villa. The pilot demonstrated a reduction in the number of unnecessary ambulance transfers and ER visits because X-ray services were provided at the place of residence. This program will be managed by the Extra Mural Program with diagnostic imaging technologists provided by the Health Authorities. The program will be introduced using a phased approach in the coming months.

### 5.3 SENIORS ADVOCATE REVIEW OF LTC

- Interview with staff from the Advocate’s office occurred on May 3<sup>rd</sup>.
- In follow-up, the interviewer asked if she could interview 3-4 residents who might be interested in meeting with her. These visits were arranged.

#### 5.4 EVENTS

- This has been a very busy time for events.
- **Mothers' Day Event** – May 11<sup>th</sup>. A lovely event was organized by our Activity Team. The event was a huge success. I have received many positive comments from family members. This was the first “masks off” event and everyone was thrilled.
- **Old Time Country Fair** – after much planning and organizing, Mother Nature had other plans. With a forecast of rain and 5 degree C weather, we called the event off. We are looking at an alternate date in September.
- **Retirement Celebration** held on June 5<sup>th</sup>. We celebrated (and grieved) the retirement of 8 YCC employees, representing 112 years of service to our organization. The Get Inspired Committee and Human Resources staff put together a great event, which was very well attended by staff and relatives.
- **Provincial Nursing Home Week** – A number of activities were held during Nursing Home Week, including our annual Staff Appreciation BBQ - yes another rainy day.... but the staff BBQ was a hit again this year. Thanks to the board volunteers who helped serve and to Michel Boyer's team for the great food.
- **Golf Tournament** – although the weather was threatening, the YC Foundation held a very successful golf tournament on June 8<sup>th</sup>. Kudos to Hector Losier, the volunteers and great thanks to Cathy and Chuck Maddot who have organized this event for twelve years.
- **Fathers- Day Event** – The weather finally cooperated, somewhat, for our Fathers' Day event on June 15<sup>th</sup>. A car show was held in our parking lot, followed by musical entertainment and an ice cream social. Speaking with many families, it was clear that they appreciate the opportunity to participate in events with their family member. Positive social engagement is such a strong factor in quality of life, going far beyond just visitation. The Activities Team under Stephanie Seymour are to be commended for their creativity and energy in creating events where social engagement can grow.

Respectfully Submitted  
Geri Geldart  
June 16, 2023

## The President's Corner

by Geri Geldart

I'm thrilled to share some exciting news with you all! From June 4th to 10th, we will celebrate Nursing Home Week in New Brunswick. It's a special time to honour our incredible work and the compassionate care we provide our residents.

To kick off this week of celebration, we have something special planned. On Saturday, June 3rd, we will be hosting an Old Time Country Fair, a day that promises fun, laughter, and cherished memories. This event is for our residents and their families and is open to the public, inviting everyone to join the festivities.

As we come together this year to commemorate the fair, we will journey through time, reflecting on over 100 years of caring on this site. Our nursing home has a rich history that holds stories of dedication, compassion, and unwavering commitment to our residents' well-being. Remembering our roots as we continue to pave the way toward becoming a center of excellence in care is essential. Drop into the Friendship Centre to view an extensive display of documents, photos, clippings, etc., providing glimpses of our past.

We will also honour our retirees with a special ceremony on June 5th and roll out the goodies for our Staff Barbeque on June 7th. Your senior leadership team, several volunteer members of our board, and our admin staff look forward to serving you as a way of saying thank you for all you do. *(cont'd on page 3)*



## Mom: The Greatest Gift of All

by Reymer Salvador

YCC organized a special celebration with our residents and their families last May 11 to honour all the hardworking and ever-loving moms in commemoration of Mother's Day.

Family members from all over Canada visited their loving moms at the York Care Centre for an afternoon of sweets, music, and heart-to-heart talks. The sunny afternoon felt warm as we witnessed genuine smiles, warm hugs, and sweet kisses exchanged between residents and their family members.

It was a roller coaster of emotions seeing Moms with their children and families together. Somehow, I missed my parents living in the Philippines, more than 7,000 miles away. Then I started to reminisce about my childhood days. Growing up, Mother's Day used to be a regular day when I watched my mom do her day-to-day tasks like cooking, doing the laundry, and going for some grocery runs. We never celebrated Mother's Day for two reasons. First, my mom never wanted to be in the spotlight because she's shy and wants to stay behind the camera. Second, my young heart didn't realize how difficult it is to become a mom.

I can remember always feeling my mom was cool and seemed to juggle everything well. She knew how to care for us, prepare the food we liked, solve every Math problem I didn't fathom, and understand our feelings toward life....

*(cont'd on page 5)*

# Congratulations to our winners!

Here are the winners of our HR draw and Pay2Play lottery for the month of April.

## HR DRAW

**ASHLEY CRAWFORD**

*\$25 Scott's Nursery Gift Card*

## PAY2PLAY

**KALYN FITZGERALD**

May 4

**MERCEDITA FAUNI**

May 18

### Upcoming Activities:

#### Bingo Night

Friendship Centre  
Thursday, June 1 | 6:30-8:30PM

#### Nursing Home Week

see page \_ for the official declaration  
June 4-10, 2023

#### Old Time Country Fair

Friendship Centre  
Saturday, June 3rd | 12 noon - 4 PM

#### Golf Fore Care

West Hills Golf Course  
Thursday, June 8th

#### Staff Retirement Celebration

Friendship Centre  
Monday, June 5 | 2:30 PM

#### Staff Barbeque

Wednesday, June 7

#### Leaders Forum

June 19, 1-3PM

#### General Staff Meeting

Friendship Centre  
Thursday, June 22

## Abiding By the Law

by Geri Geldart

Welcome back to our ongoing series on Ethics and Professional Conduct! Last month we introduced our updated Code of Ethics and Professional Conduct and how this document can help us make wise decisions in our daily work. This month, we are focusing on a topic that may seem obvious but is of paramount importance: the significance of abiding by the law.



As caregivers in the long-term care sector, we are bound by numerous laws and regulations designed to protect our residents' well-being, rights, and dignity. We are also bound by rules which protect our staff's rights, health and safety. We must always stay informed and vigilant in understanding and adhering to these laws.

While it may seem overwhelming to keep track of all the legal requirements, please remember that you are with others. Please contact your manager or our human resources staff if you ever need clarification on a particular law or regulation. They are there to provide guidance and support and help clarify any rules you may have questions about.

Maintaining a strong commitment to legal compliance is essential for several reasons. First and foremost, it ensures the safety and well-being of our residents. By following the law, we uphold their rights and protect them from harm.

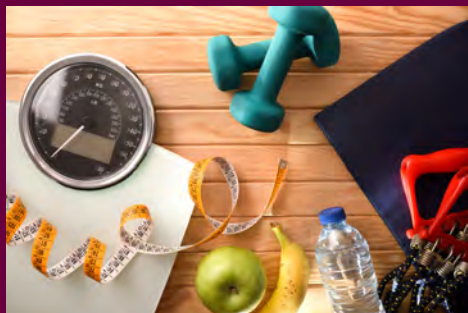
Secondly, abiding by the law preserves our professional reputation. We have worked hard to establish trust within our community, and compliance is fundamental to maintaining that trust. Being known as an organization that operates within the bounds of the law enhances our credibility and strengthens our relationships with residents, families, and stakeholders.

Lastly, adherence to the law safeguards our employees' rights and safeguards against legal consequences. When we operate within legal frameworks, we create a fair and respectful work environment that upholds the rights and protections of all team members.

So, let us all commit ourselves to understanding and following the laws governing our profession. Stay informed, seek guidance when needed, and always remember the impact our actions have on the lives of our residents and the integrity of our nursing home.

Thank you for your unwavering dedication and commitment to providing exceptional care to our residents while upholding the highest standards of ethical and legal conduct. Together, we can ensure a safe, respectful, and compliant environment.

# Health and Wellness Tip:



## LifeWorks

Your Employee Family Assistance Program (EFAP)

All users will log in using the same username and password. Visit [login.lifeworks.com](http://login.lifeworks.com) or download the "LifeWorks" app.

Username: nbanh  
Password: lifeworks

## LifeWorks – Calming Financial Anxiety for Your Mental Health

Are you feeling financial pressure? Concerned about inflation rates? You're not alone. With the rise of global economic uncertainty, financial anxiety is inevitable. Having a clear understanding of where you stand with money, both financially and emotionally, developing attainable goals and a manageable plan can significantly improve your financial wellbeing and therefore your overall mental health.

[Click here](#) to visit LifeWorks microsite and find various resources.

On June 22nd, from 2:30 – 3:30 PM, we will hold our first ALL STAFF meeting since COVID. Although I am still working on the agenda, I plan to provide an update on your accomplishments over the past year... and our plans for the future. Since this will be my first ALL STAFF with you, I want to hear from YOU! Don't miss out on the opportunity to have your burning questions answered at our upcoming ALL STAFF forum. This is your chance to engage, learn, and connect with colleagues. Whether it's about policies, procedures, or simply seeking guidance, no question is too big or too small. So don't hold back. We can't wait to hear what's on your mind! Watch for the YELLOW Question Box soon appearing in Dave's Café. Drop your questions in the box, and we will do our best to share the answers at the ALL STAFF Forum on June 22nd.

As we celebrate Nursing Home Week, I encourage you to participate in these events actively. Your presence and enthusiasm make a significant impact and always help to create a warm and joyful atmosphere throughout our home. I look forward to joining you in the celebrations and making lasting memories during this special week. Let's honour our past, embrace the present, and build an excellence-filled future.

## Nursing Home Week Activities

See page 6 for the official declaration

Take advantage of the fun and excitement on June 4-10!  
There will be staff prize draws throughout the week!

### Monday

Coffee & Donuts

### Wednesday

Staff Barbeque

Noon – 2:00pm @ Dave's Café

5:30pm-7:00pm @ Dave's Café



The menu will include barbeque hamburgers, sausage, side macaroni salad, fruit trays, veggie trays, drinks and cake.

Pizza will be ordered for the night staff.



### Friday

Frozen treats in the staff rooms





To celebrate the Care Services Week and to express our appreciation to all our team members working in the care services field, YCC gave out "Seeds of Gratitude" and free cupcakes to everyone.



Let's all continue to provide the best possible service to our dear residents and remember that your hard work is always appreciated!

Aja!

## Smile Cookies: A Cookie to Help the Community

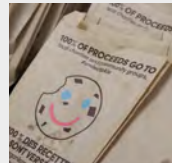


We shared the Smile Cookies with all our York Care Centre Family members to spread the love and support a great cause!

This year, we got delicious cookies from the Main Street branch to support the Middle School Breakfast programs. Indeed, everyone enjoyed some sweet treats that benefit our community!



The [#SmileCookie](#) campaign brings 100% of the proceeds to local charities and community groups.





## YCC Scholarship Opportunities



**Scholarship offerings:**

- Judy Yeaman's Scholarship
- General Scholarship

**About the Scholarships**

*Judy Yeaman Scholarship* is offered to employees enrolled in Nursing Diploma or Degree Program.

*General Scholarship* is offered to an individual enrolled in any faculty to obtain a Degree or Diploma this Fall.

**APPLY NOW!**

Application deadline is on June 15, 2023

For any questions, please contact  
**Jennifer Geneau**  
 jgeneau@yorkcarecentre.ca

*Moms: The Greatest Gift of All... (cont'd from cover)*

Now that I recently became a father, things have become more <sup>100</sup> apparent. Honestly, I have been asking myself how my mom survived the challenges of raising three children. Though my father was there throughout the journey, I now understand how overwhelming the job as a mother providing 24/7 service to your kids without rest, without pay, --- and yet without complaints.

While I was so busy growing up, I almost forgot that my parents were growing old too. Good thing it is still possible to show how grateful I am for being raised by a passionate and hardworking mom. Now, I feel like a bouquet, a pack of chocolates, and a thousand kisses and hugs for my mother will never be enough to thank her for all the sacrifices she's been through as a mom.

Let's not wait for it to be too late to tell our moms how thankful we are. Every day is a new chance to let our moms know our feelings. Tell and show them "Thank you" for many things...for always loving us, supporting us, and secretly feeling the pain when we fail. Let's thank them for being awesome and doing their best even when they didn't know what to do.

To all the Moms out there, congratulations! Always keep in mind that you're doing an excellent job. Keep up the good work, and we love you!

York Care Centre and  
 Fredericton North Heritage Association  
 presents

# OLD TIME COUNTRY FAIR

100 YEARS OF CARING

**JUNE 3, 2023 | 12-4PM**

WAGON RIDES | CONCERTS | GAMES  
 BBQ PARTY | HISTORICAL EXHIBITION

York Care Centre  
 100 Sunset Drive, Fredericton, NB, E3A 1A3

**JOIN THE PARTY!**

YORK CARE CENTRE  
 EXCELLENCE IN LONG-TERM CARE

# Staff Retirement Celebration

Please join us as we congratulate our co-workers on their retirement!

**Mary Kay Keenan**  
 Accounts Receivable / Resident Trust Administrator (2006 - 2023)

**Patricia Mann**  
 Dietary Attendant (2010- 2023)

**Edith Wilson**  
 Dietary Attendant (2006 - 2023)

**Barbara Lovean**  
 Resident Attendant (2000- 2022)

**Irena Petrovic**  
 Resident Attendant (2000 -2022)

**Jane Breton-Moriarty**  
 Registered Nurse (1995 - 2023)

**Margaret Pickard**  
 Licensed Practical Nurse (1994 - 2023)

**MONDAY, JUNE 5**

2:30 PM | Friendship Centre



**Caring for Life.**  
**York Care Centre.**

- Independent Living
- Adult Day Program
- Assisted Living
- Long-term Care

(506) 444 3880 @yorkcarecentre

[www.yorkcarecentre.ca](http://www.yorkcarecentre.ca)



**Declaration**

**Déclaration**

**WHEREAS** *in New Brunswick, we value and respect those individuals requiring care and services provided in a nursing home environment; and*

**WHEREAS** *we believe it is important that all nursing home residents have the opportunity to enjoy the best quality of life possible; and*

**WHEREAS** *there are 72 nursing homes throughout the province, caring for approximately 4,900 residents; and*

**WHEREAS** *approved nursing homes provide a wide range of ancillary services and are valued partners in supporting seniors in their communities.*

**THEREFORE, I, Blaine M. Higgs, Premier of New Brunswick, do hereby declare June 4 to June 10, 2023 as:**

**"Nursing Home Week"**

**IN NEW BRUNSWICK**

**ATTENDU QUE** *le Nouveau-Brunswick accorde le respect absolu aux personnes nécessitant des soins et services provenant des foyers de soins; et*

**ATTENDU QU'** *il est extrêmement important que tous les résidents des foyers de soins jouissent de la meilleure qualité de vie possible; et*

**ATTENDU QUE** *la province du Nouveau-Brunswick compte 72 foyers de soins qui accueillent environ 4 900 résidents; et*

**ATTENDU QUE** *les foyers de soins offrent une gamme imposante de services complémentaires tout en étant des partenaires importants afin d'appuyer les personnes aînées dans leur communauté.*

**PAR CONSÉQUENT, je, Blaine M. Higgs, premier ministre du Nouveau-Brunswick, déclare le 4 au 10 juin 2023 comme étant la :**

**« Semaine des Foyers de Soins »**

**AU NOUVEAU-BRUNSWICK**

The Honourable Blaine M. Higgs / L'honorable Blaine M. Higgs  
Premier of New Brunswick / Premier ministre du Nouveau-Brunswick

**GOLF FORE CARE**

**YORK CARE FOUNDATION**

**Charity Golf Tournament 2023**

**THURSDAY, JUNE 8, 2023**

**WEST HILLS GOLF COURSE**



# 2023

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# Annual REPORT

## MESSAGE FROM THE BOARD CHAIR

Welcome to the annual report of York Care Centre. As the Board Chair, I am delighted to share the remarkable achievements and milestones we have reached over the past year.

First and foremost, I am pleased to report that a full review and refresh of our five-year strategic plan has been completed. Our organization remains committed to the vision established in 2020, and we are on track with most of our strategic goals even with the pressures created by the pandemic. Despite these challenges, our strategic plan remains focused and relevant, adapting to the changing landscape while maintaining our commitment to providing exceptional care and support to our residents.



**Lyne St-Pierre-Ellis**  
Board Chair

I am pleased to share that our organization has continued to thrive and excel in various areas. Notably, we have received outstanding scores on the Family and Resident Quality of Life Survey, a testament to our staff's unwavering dedication and commitment to delivering compassionate care. Their tireless efforts have fostered an environment where residents and their families feel valued, supported, and truly at home.

Additionally, I would like to express our deepest gratitude to the York Care Foundation for their unwavering support throughout the year. We are truly grateful for their partnership and continued commitment to our mission.

Lastly, our organization has consistently demonstrated strong resource stewardship. Even in the face of financial challenges, we have remained committed to making prudent decisions that maximize the impact of every dollar entrusted to us. This was only possible with the collective effort of our staff, who consistently go above and beyond to ensure the efficient and effective allocation of resources.

The Board recognizes that it has been a difficult few years for everyone, but community support for York Care Centre has been strong. We are committed to upholding the values of character, accountability, respect and excellence so that seniors and their families can live here with dignity. On behalf of the Board of Directors, I would like to thank everyone who has played a part in our success. As we reflect on our achievements, we are energized and excited about the future, and we invite you to join us on this incredible journey.

## MESSAGE FROM THE CEO



**Geri Geldart**  
President & CEO

It gives me great pleasure to present York Care Centre's annual report. As I reflect on the past year, I am proud to say that I have seen firsthand the skill, compassion and dedication of the York Care Centre team. Through their efforts, we have ensured the safety and well-being of our residents, clients and tenants.

I am pleased to say that we have returned to an "almost" average level of operation as pandemic restrictions were gradually lifted over the year. Thanks to the careful planning and precautions taken by the staff, we are making incredible progress. The safety of our residents and staff members remains our top priority. We closely monitor the ever-present COVID-19 situation, taking all necessary measures to ensure their wellbeing.

We all recognize the power of social connection and engaging activities. Our team has worked diligently to enhance the social activities within our walls. Laughter, friendships, and beautiful memories are being created every day.

We were thrilled to be able to re-open the Adult Day Program, an essential program, especially for those in our community living with dementia. It provides them with the support and care they need while allowing them to stay in the comfort of their own homes. It's genuinely heartwarming to see its positive impact on their lives.

Of course, we must recognize the staffing challenges and are actively seeking solutions. We have continued to offer our internal Resident Attendant training program, which graduated 21 individuals in the past year and embarked on an international recruitment journey to bring talented individuals from the Philippines to join our incredible team. Recruitment is not the only solution, and we remain committed to creating a work environment that is second to none, where everyone feels valued and inspired.

As we navigate the uncharted waters of these extraordinary times, please rest assured that we remain fully committed to adapting, innovating, and evolving to meet the needs of our community. Together, we will continue to work toward our vision to be a Centre of Excellence in Long Term Care.

Thank you for your trust, support, and belief in our mission.

# Our Board of Directors



**Lyne St-Pierre-Ellis**  
Board Chair



**Marjorie Belzile**  
Vice Chair & Chair,  
Care Services



**Pierre Leblanc**  
Treasurer and Chair,  
Finance & Admin  
Comm.



**Gary Beattie**  
Chair, Governance  
& Audit



**Keith McAlpine**  
Chair, Research &  
Ethics



**Doug Holt**  
Director



**Deborah Wybou**  
Director



**Andrea Seymour**  
Director



**Tracey Burkhardt**  
Director



**Brenda Bosse**  
Director



**Trina MacDonald**  
Director



**Marilyn Born**  
Director



**Martin Ferguson**  
Director



**Wayne Snowdon**  
Director

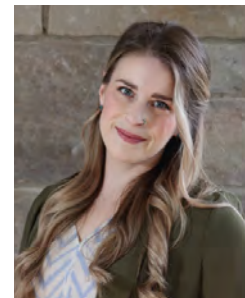
# Our Senior Leadership Team



**Geri Geldart**  
President & CEO



**Michel Boyer**  
Director, Facilities & Infrastructure Services



**Justine Henry**  
Executive Director, CIRA



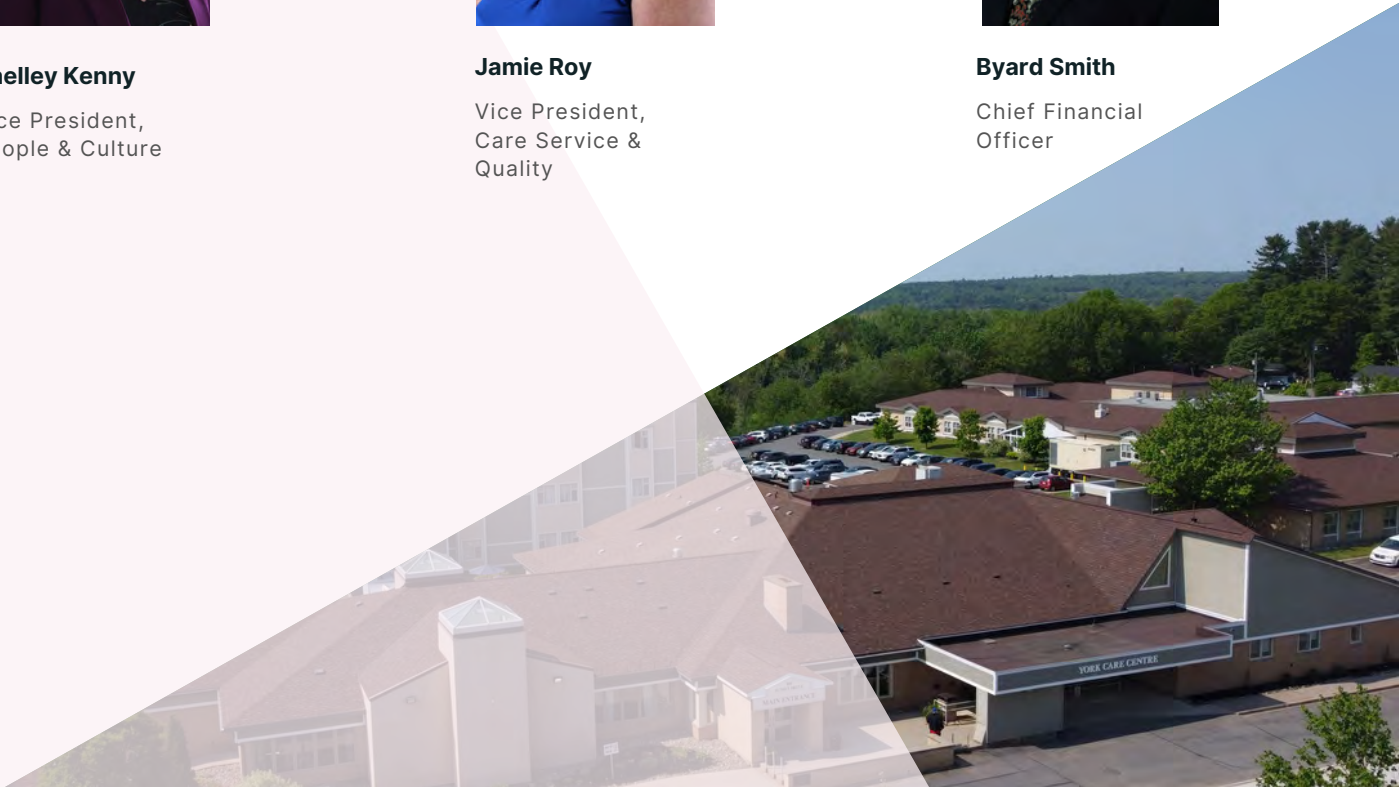
**Shelley Kenny**  
Vice President, People & Culture



**Jamie Roy**  
Vice President, Care Service & Quality



**Byard Smith**  
Chief Financial Officer



# Who We Are.

The York Care story is one of community dedication and support for decades. Initially known as York Manor, it was established in 1968 following the abolishment of the York County Council, which had operated a municipal “home” for many years, providing a home to those in need of care. These local community leaders recognized the need for a more modern facility to care for seniors. They thus began the creation of York Manor, a 76-bed nursing home that eventually grew into the York Care Centre today. York Care Centre now includes a 218-bed long-term care facility, an Adult Day Program for seniors, a 31-bed assisted living facility, 72 independent living apartments for seniors and C.I.R.A, the Centre for Innovation and Research in Aging.

The York Care Centre team of professionals understands the unique needs of individuals considering a move to long-term care. With their expertise and understanding, they strive to create a warm, welcoming environment that feels like home. They are committed to maintaining dignity, promoting well-being, and fostering a sense of belonging within our community.

York Care Centre is on a path to become a Centre of Excellence in long-term care. We have established programs which offer safe, comfortable and dignified living for those that live here. We continually strive to improve the residents’ experience and enhance their quality of life during their stay with us.

# Vision, Mission & Core Values

## Vision

York Care Centre will be a "Centre of Excellence" in Long Term Care

## Mission

To lead and provide an enhanced quality of life by using an individualized approach for residents, families and clients.

## Values

- Character First
- Accountability
- Respect
- Excellence



Building Our Future: 2020 to 2025

# Strategic Plan

## CARE

- To provide exceptional, person and family centred care and services through evidence-based delivery models
- To develop and implement a community outreach program
- To enhance resident/client focused activity programs

## RESOURCES

- To improve resident/client outcomes through efficient use of current funding model and resources
- To enhance staffing experience and improve retention
- To develop a process on quality improvement

## ENVIRONMENT

- To maintain all our residential facilities' internal/external surroundings at a "near new" state
- To ensure a safe and secure environment for residents, clients, and staff
- To implement initiatives that support or enhance options for senior's living

## PARTNERSHIPS

- To increase awareness and understanding of goals, objectives and proposed actions with YCC (staff, families, volunteers, and partners)
- To increase YCCs leadership position in the community by improving the level and the volume of effective partnerships
- To increase volunteer participation

## RESEARCH

- To increase involvement in research activities that focus on promoting and improving seniors' social, emotional, and physical well-being
- To foster relationship with researchers, stakeholders and members of the community
- To promote and support the translation and transfer of research outcomes, new knowledge, and innovation for the betterment of the aging population





# CARE

## Aging Population, Residents, Clients

Caring for our aging population, our residents and our clients

## Social Engagement and Activity Program

*As pandemic restrictions began to ease in the summer of 2022, we were thrilled to start reopening our large group activity programs. With a commitment to the safety and well-being of our residents, we adopted a cautious and deliberate approach. While our unit-level activity programs remained operational throughout the pandemic, reopening our Friendship Centre for group activities marked a major milestone. Throughout the summer, we organized a series of outdoor concerts and other engaging events, such as The Carnival, fostering a sense of fun and togetherness. Additionally, we resumed our outings with our Bus, allowing our residents to explore the world outside.*

## Community Outreach

*As part of our ongoing efforts to expand care services to our community, we reopened our Adult Day Program in the Fall of 2022. This program has provided seniors with dementia a valuable opportunity for social interaction while offering their families much-needed respite. Although staffing challenges initially prevented the program from operating on a full-time basis, the program now provides care and social activity five days per week.*

## Person-Centred Care

*In line with our commitment to enhancing the quality of life and care, we launched the Advanced Caregiver Program at York Care Centre. This initiative equips family members with the knowledge and skill necessary to participate in the care of their loved ones actively. Thanks to a Healthcare Excellence Canada grant, we have further developed this program and assessed its impact on caregivers, residents, and staff. We eagerly anticipate sharing our findings with long-term care centers nationwide to promote excellence in caregiving.*

*Our unwavering commitment to safety remained paramount even as we transitioned from strict pandemic restrictions. Following provincial guidelines, we ensured our residents were offered vaccines, safeguarding their health and well-being. Our staff received comprehensive education and essential equipment to maintain effective infection prevention and control measures. Moreover, we prioritized providing our team with access to personal protective equipment and COVID test kits, ensuring their safety and the safety of our residents.*

*Our journey towards striking the delicate balance between safety and quality of life continues. We remain committed to pursuing excellence, creating an environment where our residents can thrive and flourish.*



# RESOURCES

## People, Financial, Technological

Continued attention to our resources, including our people, financial and technological resources.

## Efficient Use of Resources

*We are incredibly grateful for the dedication and compassion displayed by our staff in providing care to our residents, clients, and their families. However, we acknowledge that we are not immune to the staffing challenges in the health and social care sector. Making the best use of our resources ensures that our staff have the tools and supports they require to do their jobs. In the past year, we have focused on updating our staff scheduling model to make the best use of our staffing resources while balancing the personal needs of our staff.*

*We have also increased our focus on recruitment. Our successful Resident Attendant training program is integral to our recruitment efforts. In collaboration with the Government of New Brunswick this year, we embarked on a recruitment trip to the Philippines. We are delighted to announce that thirteen individuals have accepted our employment offers and will join our staff in Fall 2023.*

## Staff Experience

*Improving staff retention stands as a strategic objective for our organization. Our "GET Inspired" Committee has been instrumental in organizing events focused on wellness, recognition, and fun! We celebrate significant milestones such as staff retirement, years of service awards, and appreciation events, showing our team they are appreciated.*

*As a leading organization in the long term care sector, we understand our critical role in fostering student and staff education and professional development opportunities. We provided over 65 student placements throughout the year, welcoming students from institutions such as UNB, NBCC, and others. Additionally, we are fortunate to have staff members who possess expertise in the "Gentle Persuasive Approach," an innovative approach to caring for residents with dementia. This program has been made available to many of our dedicated staff, enhancing our quality of care.*

## Quality Improvement

*Improving the quality of life and the quality of care for our residents is a strategic priority. We measure key indicators of quality of care and we measure the quality of life through regular surveys of our residents and their families. Our improvement work is based on the results of these indicators. We remain active participants, in the Seniors Quality Leap Initiative, an international quality improvement collaborative focused on improving the care of seniors in long-term care.*

ACCOMPLISHMENTS



# ENVIRONMENT

## Building, Grounds, Equipment

A safe and supportive environment for residents, staff and volunteers.

## Facility Maintenance

*We are committed to keeping our facility in excellent condition, striving to preserve its "near-new" state. We take great pride in the condition of our facility, and our staff works hard to ensure it remains that way. This year, we achieved a significant milestone by completing a paved walkway encircling our premises. Stretching for 1 kilometre, this accessible walkway has opened up new opportunities for exercise, recreation, and a chance to enjoy the natural beauty of our surroundings.*

*Furthermore, we remain committed to reducing our organization's environmental impact. One area of particular concern has been the reduction of single-use plastics. We have initiated efforts to engage with our staff and residents to address this, seeking acceptable alternatives and sustainable options. By fostering a culture of environmental responsibility, we are taking meaningful steps toward minimizing our ecological footprint and promoting a healthier planet for future generations.*

*We continue to maintain a robust IT infrastructure and introduce new technologies to enhance our residents' lives and support our employees' work.*

## A Safe and Secure Environment

*Our residents and staff's safety and well-being continue to be paramount. To that end, we completed an update of our Disaster and Emergency Response plan, ensuring that our team has clear protocols to follow during a crisis. We have also provided focused training for members of our Joint Occupational Health & Safety Committee to support the implementation of safe work practices. By proactively addressing potential risks, we strive to maintain a secure environment for all who reside and work within our facility.*

## Options for Senior Living

*As we look to the future, we are actively exploring possibilities to expand our range of housing options for seniors in our community. By remaining forward-thinking and adaptive, we seek to meet our aging population's evolving needs and preferences.*



# PARTNERSHIPS

## Strategic Alliances, Public Relations, Communications

Partnerships are essential to our provision of service.

### Communication

*In 2020, York Care Centre established a strategic plan that outlined a series of goals to advance our path toward becoming a Centre of Excellence in Long Term Care. As we reached the three-year mark of this plan, it was crucial to assess our progress and ensure we were still on the right track. Our CEO conducted extensive consultations, seeking feedback and advice from our residents, families, staff, and community partners. With this collective information, the board could affirm our path's continued relevance. We have amended the plan to include new goals focused on risk management and leadership development, addressing crucial areas that will further enhance our organizational capabilities.*

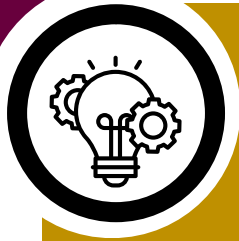
### Strategic Partnerships

*We firmly believe that collaboration is essential in delivering high-quality and innovative services. We recognize that we cannot accomplish our work alone, and partnerships play a pivotal role in our mission. One partnership we highly value is our relationship with York Care Foundation. Through their efforts, we have enhanced our programs and services, enabling us to impact the lives of those we serve significantly. Completing the Memory Lane Project is one notable accomplishment made possible through the collaboration between the Foundation and our generous donors. This significant redesign of our dementia unit has created a nurturing and supportive environment for our residents. To express our heartfelt gratitude, a special recognition event was held in the Fall of 2022 to honour our unique donors.*

### Volunteers

*Volunteers have been critical partners at York Care Centre for years. The pandemic caused many volunteers to step away, afraid to introduce risk in this vulnerable setting. With restrictions now lifted, we began rebuilding our volunteer programs. We reintroduced our Junior Volunteer Program in the summer of 2022, allowing students to interact with our residents, learn valuable social skills, and support our dedicated activity staff.*

*We welcomed several new volunteers, including our outstanding Pet Volunteers. These furry companions bring great joy not only to our residents but also to our staff.*



# RESEARCH

## Innovation, Health Promotion, Knowledge Transfer

York Care Centre aims to build a self-sustaining research center focused on improving care and share evidenced-based practices.



## Increased Research Activity

*The past year has been marked by significant achievements by the Centre for Innovation and Research in Aging (CIRA). With several critical research initiatives currently in progress, CIRA actively engages partners from multiple nursing homes across the province. This collaborative approach enables CIRA to gain valuable insights and drive meaningful advancements in the aging care field.*

## Foster Relationships

*One notable milestone was hosting the 12th Annual Aging Care and Research Symposium. This highly anticipated event drew an impressive attendance of over 300 individuals at the Fredericton Convention Centre. This symposium served as a platform for sharing insights, fostering collaborations, and showcasing the latest aging care and research developments. CIRA's reputation continues to grow, capturing the attention of national researchers and media outlets alike. Many of the centre's projects have been featured in local news stories, podcasts and conferences.*

## Knowledge Translation

*The dedicated and passionate CIRA team takes great pride in sharing the knowledge acquired through their research endeavours, actively contributing to the broader knowledge base in this critical area. In 2022, CIRA launched a research newsletter, which has experienced remarkable growth in its subscriber base. This newsletter serves as a valuable resource, keeping stakeholders informed about the latest findings, breakthroughs, and opportunities for collaboration.*

*We extend our sincere gratitude to all those who have supported CIRA in its endeavours. The success of our initiatives is made possible through the dedication and collaboration of our partners, researchers, and supporters. With their support, CIRA continues to push the boundaries of knowledge and innovation in aging care, profoundly impacting the lives of seniors and their communities.*

ACCOMPLISHMENTS



# Financial Results

for Fiscal Year ended March 31, 2023

## York Care Centre, Inc.

Total Revenue	\$ 24,822,105
Total Expenditures	\$ 24,586,048
Operating Surplus	<u>\$ 236,057</u>

## York Developments, Inc.

Total Revenue	\$ 1,286,453
Total Expenditures	\$ 1,221,961
Operating Surplus	<u>\$ 64,492</u>

## Centre for Innovation and Research in Aging Inc.

Total Revenue	\$ 863,200
Total Expenditures	\$ 844,022
Operating Surplus	<u>\$ 19,178</u>

## York Care Properties, Inc.

Total Revenue	\$ 15,616
Total Expenditures	\$ 15,616
Operating Surplus	<u>\$ 0</u>

### Auditor

Teed Saunders Doyle was the auditor for York Care Centre, Inc, York Developments, Inc. and the Centre for Innovation and Research in Aging Inc. for the 2022-23 Fiscal Year.



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 100 Sunset Drive, Fredericton, NB E3A 1A3

 (506) 444 3880

 [www.yorkcarecentre.ca](http://www.yorkcarecentre.ca)

Follow us on:



York Care Centre: @YorkCareCentre  
CIRA: @AgingResearchCA

# BUILDING OUR FUTURE

2020 – 2025 Strategic Plan  
*2023 Update*

## Our Vision

York Care Centre will be a “Centre of Excellence in Long-Term Care”

## Our Mission

To lead and provide an enhanced quality of life by using an individualized approach for residents, families and clients.

506-444-3880

[communications@yorkcarecentre.ca](mailto:communications@yorkcarecentre.ca)

[www.yorkcarecentre.ca](http://www.yorkcarecentre.ca)



# ABOUT THIS PLAN

In 2020, the Board of Directors established a plan which set York Care Centre on a path to become a Centre of Excellence in Long Term Care.

After almost three years of pandemic life, it was time to refresh the plan to ensure our strategy remains relevant for our residents, families and clients. To this end, we have renewed our strategic plan, building on the solid foundation laid by our previous plan, incorporating lessons learned during the pandemic and remaining true to our values.



## Our Values

These values are critical to everyone who lives, works and visits York Care Centre

### C - Character

Do the right thing.

### A- Accountability

For the prudent use of our resources

### R - Respect

For our community of care and for each other

### E - Excellence

We strive for continuous improvement

# CONTENT

- 1 Words From our Chair and CEO
- 2 About York Care Centre
- 3 The Strategic Pillars
- 4 Pillar One - Care
- 5 Pillar Two - Resources
- 6 Pillar Three - Environment
- 7 Pillar Four - Partnerships
- 8 Pillar Five - Research
- 9 Putting the Plan into Action

## Our Vision

York Care Centre will be a “Centre of Excellence in Long Term Care”.

## Our Mission

To lead and provide an enhanced quality of life by using an individualized approach for residents, families and clients.



# MESSAGE FROM THE BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

Lyne St-Pierre-Ellis and Geri Geldart



With great pleasure, we present a refreshed strategic plan for York Care Centre. This plan represents a collaborative effort by our dedicated staff and input and feedback from our residents, families and community partners.

This plan builds on the strengths of the previous project while also reflecting the significant changes that have occurred since its inception. The COVID-19 pandemic has been a stark reminder of the critical importance of our work and the need for us to continually evolve and adapt to meet the needs of our residents, clients and families.

At the core of our strategic plan is our unwavering commitment to improving the quality of life of our residents, as well as creating a supportive workplace culture for our staff. We recognize that our staff is our most valuable asset, and we are committed to investing in their professional development, well-being and job satisfaction.

As we embark on the implementation of this plan. We are excited about the opportunity it presents to build on our successes and continue to evolve and grow as a Centre of Excellence in Long Term Care. This plan positions us well for the future. It reflects our ongoing commitment to providing excellent care, caring for our resources and environment, fostering partnerships with our community and advancing research and innovation in aging care.

We want to express our gratitude to everyone who contributed to the development of this plan, and we look forward to working together to achieve its goals and objectives.

Sincerely,

Lyne St-Pierre-Ellis  
Chair, Board of Directors

Geri Geldart  
President and Chief Executive Officer

# ABOUT YORK CARE CENTRE



## **Providing trusted services to our community since 1968.**

The York Care Story is one of community dedication and support over many decades. Initially known as York Manor, it was established in 1968 following the abolishment of the York County Council which had operated a municipal “home” for many years, providing a home to those in need of care. These local community leaders recognized the need for a more modern facility to care for seniors and thus began the creation of York Manor, a 76-bed nursing home which eventually grew into the York Care Centre of today. York Care Centre now includes a 218-bed long term care facility, an Adult Day Program for seniors, a 31-bed assisted living facility, 72 independent living apartments for seniors and C.I.R.A, the Centre for Innovation and Research in Aging.

The York Care Centre team of professionals understands the unique needs of individuals considering a move to long-term care. With their expertise and understanding, they strive to create a warm and welcoming environment that feels like home. They are committed to maintaining dignity, promoting well-being, and fostering a sense of belonging within our community.

York Care Centre is on a journey to become a Centre of Excellence in long-term care. We have established programs which offer safe, comfortable and dignified living for those who live here. We strive, always, to improve the residents’ experience and enhance their quality of life during their stay with us.

# OUR VALUES

**C****Character**

Do the right thing

**A****Accountability**

For the prudent use of resources

**R****Respect**

For our community of care and each other

**E****Excellence**

We strive for continuous improvement



Our values serve as a crucial foundation for delivering high-quality care and services to our residents, families and clients and for how we develop as a trusted employer. These values ensure that caregivers and staff prioritize the needs and well-being of residents, treating them with the utmost respect, dignity, and compassion.

Accountability and excellence ensure that every task and responsibility is carried out to the best of their ability, focusing on continuous improvement and striving for excellence in care delivery. Upholding these values also fosters a positive and supportive work environment, where staff are motivated to provide exceptional care and service. Ultimately, these values create a culture of trust, reliability, and mutual respect, essential for providing the best possible care and service.

# THE STRATEGIC PILLARS

## Our Vision

York Care Centre will be a “Centre of Excellence in Long-Term Care”

## Our Mission

To lead and provide an enhanced quality of life by using an individualized approach for residents, families and clients.



### Care

Aging Population,  
Residents & Clients

YCC provides services to the residents in our long-term care facility, those in our independent apartments and supportive housing units, and others in our catchment area.



### Resources

People, Financial &  
Technological

For YCC to continue to be a Centre of Excellence, continued attention must be given to our resources, which include human, financial and technological resources.



### Environment

Building, Grounds &  
Equipment

Maintaining the interior and exterior of the facility is essential to ensure our residents' well-being and that staff and volunteers function within a supportive and safe environment.



### Partnerships

Strategic Alliances, Public  
Relations & Communications

To maintain & improve the services being provided, we need strong partnerships with our residents, staff, volunteers, professionals, families, government & non-government agencies, and the community.



### Research

Discovery, Innovation &  
Knowledge Transfer

To build a self-sustaining research centre focusing on improving care, delivering services and implementing evidence-based best practices.

# THE PROCESS

To refresh our strategic plan, we reached out to residents, families, our staff and key partners in our community to get a perspective on what we do well and where we could improve.

The feedback received during this process was used to determine if any changes were required to the strategic pillars or goals initially established in 2020. Although the pandemic has created barriers to achieving specific goals, it is clear the original pillars remain sound.

Two new goals were established to ensure we pay attention to *leadership development* and *manage risk* in an ever-changing environment.





# CARE

**Caring for our aging population, our residents and our clients.**

Nothing is more important to us than helping our residents and clients live their best lives. Our Mission, to lead and provide an enhanced quality of life by using an individualized approach for residents, families, and clients, drives our improvement work. Although the pandemic made it difficult for us to provide the social engagement and community outreach activities which are so important, the team is back on track. The Adult Day Program has been re-launched, and our activity programs are growing.

Our consultation sessions cemented for us that we were on the right track. Our families and residents express confidence in our staff and the care they receive. Our Care and Support Services staff have a continuous improvement mindset, regularly tracking quality measures and implementing improvements when gaps are identified. Over the next two years, we will increase our focus on improving our resident's dining experience and on providing more opportunities for social engagement.



## Our Goals

1. To provide exceptional, person and family-centred care and services through evidence-based delivery models.
2. To develop and implement a community outreach program.
3. To enhance resident/client-focused activity program.

## Key Results

- Improved resident/client quality of life.
- Improved quality of care and services.
- Improved resident/client/family satisfaction.
- Increased participation in outreach programs.
- Meet or exceed standards, licensing requirements and key performance indicators.
- Increase the number of activities available.



# RESOURCES

**Continued attention to our resources, including our people, financial and technological resources**

Efficiently managing our diverse range of resources, is paramount to securing our long-term success, as it ensures seamless support for our services. Throughout our consultations we clearly heard that our staff are very caring, competent and compassionate. But we also heard that staffing levels are not always sufficient, making it difficult for everyone to provide the level of service we expect. We also heard that we need to increase our focus on retention and recruitment and by providing opportunities for our leaders to develop their supervision, management and quality improvement skills will contribute to a more substantial, healthier workplace.



## Our Goals

1. **To improve resident/client outcomes by efficiently using the current funding model and resources.**
2. **To enhance staff experience, increase recruitment and improve retention.**
3. **To develop and implement a quality improvement framework.**
4. **To develop and implement a leadership development program**

## Key Results

- **Satisfied workforce through wellness and a safe workplace resulting in reductions in lost time and turnover.**
- **Improve staffing processes to enhance overall care; more time with residents and clients.**
- **Responsible fiscal management.**
- **Enhance training to staff, clarify roles and expectations, and ensure adequate supervision across YCC.**



# ENVIRONMENT

**A safe and supportive environment for residents, staff and volunteers**

Our internal and external environments are essential to the well-being of our residents, clients, staff and volunteers. It was heartening to hear during the consultation that residents and families are pleased with the state of our facilities and had positive feedback regarding the cleanliness of the building. YCC is fortunate to have a small and dedicated team of volunteers who help to keep the gardens in shape and ensure the facility is decorated for the seasons. Maintaining this level of quality requires comprehensive maintenance and inspection schedules, attention to asset replacement and ongoing training for the staff charged with this responsibility.

Ensuring that our facilities and systems are safe and prepared for potential failures will require advanced planning and preparedness. We will establish a risk management plan to address identified and potential risks to our operation.



## Our Goals

1. To maintain the internal & external surroundings of all our residential facilities at a “near new state.”
2. To ensure a safe and secure environment for residents, clients and staff.
3. To explore options to expand the seniors’ housing program.
4. To develop and implement a comprehensive risk management program.

## Key Results

- Continuous improvements in the internal and external surroundings.
- Positive feedback from residents, clients, and families regarding our efforts to maintain our infrastructure in a “near new state.”
- Positive feedback from residents, clients and families articulating our ability to create a “home-like” atmosphere.
- Number of incidents is reduced/eliminated.



# PARTNERSHIPS

Partnerships are essential to our provision of service.

To maintain and improve the services provided within the YCC facilities and our catchment area, strong partnerships must be established with our 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.



## Our Goals

1. To increase awareness and understanding of goals, objectives, and proposed actions with YCC (staff, families, volunteers & partners).
2. To increase YCCs leadership position in the community by improving the level, volume, and effectiveness of partnerships.
3. To increase volunteer participation.

## Key Results

- Increase the volume and effectiveness of partnerships.
- Increase in number of volunteers, volunteer hours and programs.
- Residents, clients and families' needs and preferences are met through partnerships.
- Improve communication with all stakeholders and partners.
- Increase marketing initiatives that promote the YCCs profile in the community.



# RESEARCH

## Discovery, Innovation & Knowledge Transfer

YCC aims to build a self-sustaining research center that will focus on improving care, delivering services through a person-centered approach, and implementing evidence-based best practices for the betterment of YCC clients. YCC will continue to promote and share knowledge on policies and procedures.



### Our Goals

1. To increase involvement in research activities that focus on promoting and improving seniors' social, emotional and physical well-being.
2. To foster relationships with researchers, stakeholders, and community members.
3. To promote and support the translation and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.

### Key Results

- Improved quality of life for residents, clients, families and staff.
- Situated at the forefront of health and aging research and recognized as a reputable research organization.
- Increase the level of quality research projects, partnerships and collaborations.
- Increase monetary support from granting agencies, governments, communities and foundations.

# PUTTING THE PLAN IN ACTION

Our path towards achieving our strategic goals will be fueled by our commitment to developing operational work plans to engage our staff in improving the quality of our care and service. We'll regularly monitor and report on our progress to keep ourselves accountable and on track.



## Operating Plan

Each year the senior team will prepare the annual operating plan, articulating the initiatives the YCC / CIRA teams will undertake to move us toward completion of the strategic plan.



## Accountability

Through regular analysis and reporting of KPIs, operating plan quarterly progress reports and the organization's annual report, we will demonstrate our commitment and progress toward our strategic goals.



## Key Performance Indicators

Key performance indicators (KPIs) for each pillar will be monitored to assess our performance compared to targets.





# Building Our Future: 2020 to 2025 Strategic Plan

## Our Vision

York Care Centre will be a 'Centre of Excellence in Long Term Care'

## Our Mission

To lead and provide an enhanced quality of life by using an individualized approach for residents, families and clients.

### Our Values

**C** Character

Do the right thing

**A** Accountability

For the prudent use of resources

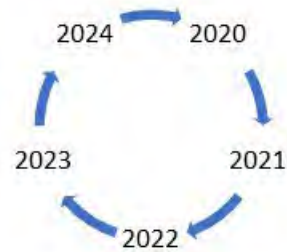
**R** Respect

For our community of care and each other

**E** Excellence

We strive for continuous improvement

### Annual Operating Planning Cycle



5 Pillars

Goals

Key Results

	 <b>Care</b> Aging Population, Residents, Clients	 <b>Resources</b> People, Financial, Technological	 <b>Environment</b> Building, Grounds, Equipment	 <b>Partnerships</b> Strategic Alliances, Public Relations, Communications	 <b>Research</b> Discovery, Innovation, Knowledge Transfer
<b>Goals</b>	<ol style="list-style-type: none"> <li>To provide exceptional, person and family centred care and services through evidenced based delivery models.</li> <li>To develop and implement a community outreach program.</li> <li>To enhance resident / client focused activity programs.</li> </ol>	<ol style="list-style-type: none"> <li>To improve resident / client outcomes through efficient use of current funding model and resources.</li> <li>To enhance staff experience, increase recruitment and improve retention.</li> <li>To develop and implement a quality improvement framework.</li> <li>Develop and implement a leadership development program</li> </ol>	<ol style="list-style-type: none"> <li>To maintain the internal / external surroundings of all our residential facilities at a 'near new state'.</li> <li>To ensure a safe and secure environment for residents / clients and staff.</li> <li>To explore options to expand the seniors' housing program.</li> <li>Develop and implement a comprehensive risk management plan.</li> </ol>	<ol style="list-style-type: none"> <li>To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).</li> <li>To increase YCCs leadership position in the community by improving the level and the volume and effectiveness of partnerships.</li> <li>To increase volunteer participation.</li> </ol>	<ol style="list-style-type: none"> <li>To increase involvement in research activities that focus on promoting and improving the social, emotional and physical well-being of seniors.</li> <li>To foster relationships with researchers, stakeholders, and members of the community.</li> <li>To promote and support the translation and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.</li> </ol>
<b>Key Results</b>	<ul style="list-style-type: none"> <li>✓ Improve resident / client quality of life.</li> <li>✓ Improve quality of care &amp; services</li> <li>✓ Improve resident / client and family satisfaction.</li> <li>✓ Increase participation in outreach programs.</li> <li>✓ Meet or exceed standards, licensing requirements and key performance indicators.</li> <li>✓ Increase the number of activities available.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfied workforce through wellness and a safe workplace, resulting in reductions in lost time and turnover.</li> <li>✓ Improve staffing processes to enhance overall care; more time with residents / clients.</li> <li>✓ Responsible fiscal management</li> <li>✓ Enhance training to staff, clarify roles and expectations, and ensure adequate supervision across YCC.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continuous improvements in the internal and external surroundings.</li> <li>✓ Positive feedback from residents, clients, and families regarding our efforts to maintain our infrastructure in a 'near new state'.</li> <li>✓ Positive feedback from residents, clients, and families articulating our ability to create a 'home-like' atmosphere.</li> <li>✓ Number of incidents are</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase volume and effectiveness of partnerships.</li> <li>✓ Increase in number of volunteers, volunteer hours and programs.</li> <li>✓ Residents, clients, and families needs and preferences are met through partnerships.</li> <li>✓ Improve communication with all stakeholders and partners.</li> <li>✓ Increase marketing initiatives that promote YCCs profile in the community.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved quality of life for residents, clients, families, and staff.</li> <li>✓ Situated at the forefront of health and aging research and recognized as a reputable research organization.</li> <li>✓ Increase level of quality research projects, partnerships and collaborations</li> <li>✓ Increase amounts of monetary support from granting agencies.</li> </ul>

# York Care Centre

**A Centre of Excellence in Long Term Care**



**Operating Plan  
2023 - 2024**



## 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. Improved quality of care and services.
- C. Improve resident / client and family satisfaction.
- D. Increase participation in outreach programs.
- E. Meet or exceed standards, licensing requirements and key performance indicators.
- F. Increase the number of activities available.

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
To provide exceptional, person and family centred care and services through evidenced-based delivery models	To improve the quality of Dietary Services with a focus on: <ul style="list-style-type: none"> <li>• Increasing the variety of menu options</li> <li>• Serving food with an acceptable temperature.</li> <li>• improving the dining experience</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of current 3-week menu to a 4-week menu by September 2023</li> <li>• Food temperature audits</li> <li>• Quality of life survey</li> </ul>	Michel Boyer & Jamie Roy
	To assess the quality of care for residents by implementing bedside audits.	<ul style="list-style-type: none"> <li>• Target 90% compliance for each unit.</li> </ul>	Jamie Roy
	As part of the Healthcare Excellence Project, to improve and implement the Advanced Caregiver Training course.	<ul style="list-style-type: none"> <li>• Offer two courses by September 2023</li> <li>• Submit final report to Healthcare Excellence Canada by December 2023</li> </ul>	Jamie Roy
	To improve the “welcoming” process for new residents and their families.	<ul style="list-style-type: none"> <li>• Revise and distribute the YCC Handbook to all residents.</li> <li>• Establish a new “resident review” process occurring 4-6 weeks after admission by December 2023</li> </ul>	Jamie Roy
	Participate in the NBANH Healthy Seniors Pilot Project to understand and improve our quality indicators, specifically around restraints, falls and inappropriate antipsychotic use.	<ul style="list-style-type: none"> <li>• Establish improvement strategies for indicators (restraints, falls, antipsychotics) which fall below target by December 2023</li> </ul>	Jamie Roy

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
To develop and implement a community outreach program.	To expand the Adult Day Program.	<ul style="list-style-type: none"> <li>• Program to operate 5 days/week at 90% capacity by September 2023.</li> </ul>	Jamie Roy
	To expand outreach programming as part of the Nursing Home Without Walls program, with a focus on service navigation and social engagement.	<ul style="list-style-type: none"> <li>• Proposal to be submitted by June 2023.</li> </ul>	Jamie Roy
To enhance resident/client focused activity programs	To rebuild the Spiritual Care Program.	<ul style="list-style-type: none"> <li>• Increase spiritual program to once weekly by September 2023.</li> <li>• Hold monthly communion for residents by December 2023.</li> </ul>	Jamie Roy
	To rebuild the Recreation Program.	<ul style="list-style-type: none"> <li>• Implement 2 new community-based activity programs by December 2023.</li> </ul>	Jamie Roy
	To improve residents' quality of life through participation in the SQLI Social Life Project.	<ul style="list-style-type: none"> <li>• Determine area of focus by conducting a resident needs assessment for residents to determine what area to focus on by September 2023.</li> <li>• Determine Social Life Project and implement by March 2024.</li> </ul>	Justine Henry & Jamie Roy

## Pillar 2: Resources – People, Financial, Technological

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

### Key Results

- A. Satisfied workforce through wellness and a safe workplace.
- B. Improve staffing processes to enhance overall care; more time with residents / clients.
- C. Responsible fiscal management with a focus on continuous quality improvement.
- D. Enhance training to staff, clarify roles and ensure adequate supervision across YCC.

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Improve resident / client outcomes through efficient use of current funding model and resources	Review/modify staff schedules to ensure care hour targets can be achieved for each occupational group.	<ul style="list-style-type: none"> <li>• Verification of schedule coverage for RNs, LPNs and RAs by Sept 2023.</li> </ul>	Shelley
	Recruit IEN's in partnership with the Provincial IEN Recruitment strategy	<ul style="list-style-type: none"> <li>• Recruit and hire 10 IEN's by March 2024</li> </ul>	Shelley
Enhance the staff experience, increase recruitment and improve retention.	To improve the workplace experience by developing and implementing a staff engagement framework	<ul style="list-style-type: none"> <li>• Development of framework by November 30 with milestones for Q4.</li> <li>• Monitor indicators of staff engagement through the use of quarterly pulse surveys.</li> </ul>	Shelley Kenny & Geri Geldart
	To update the performance appraisal process	<ul style="list-style-type: none"> <li>• New appraisal tool and process in place by March 2024</li> </ul>	Shelley Kenny
	To update the orientation program to include a mentorship component.	<ul style="list-style-type: none"> <li>• An updated orientation program in place by March 2024.</li> <li>• Assess impact on Year 1 retention rate.</li> </ul>	Shelley Kenny
	To reduce workplace injuries by implementing "All the Right Moves" training for care services personnel and auditing compliance.	<ul style="list-style-type: none"> <li>• Participate in pilot project on one unit with the Continuing Care Safety Association to measure staff views pre &amp; post training by June 2023.</li> <li>• Provide training to remaining care areas reaching 90% of care services personnel by March 2024</li> </ul>	Jamie Roy
	To improve teamwork by testing a Team Nursing Pilot on Tower 2.	<ul style="list-style-type: none"> <li>• Complete by March 2024</li> </ul>	Jamie Roy

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
	Improve communication to staff regarding survey results, quality indicators, education, facility happenings via e-boards in staff rooms.	<ul style="list-style-type: none"> <li>• Complete by November 30, 2023</li> </ul>	Jamie Roy
	To improve the quality improvement competency of leaders.	<ul style="list-style-type: none"> <li>• Introduce framework in June 2023.</li> <li>• Provide focused training on the quality improvement model in Fall 2023.</li> </ul>	Jamie Roy & Geri Geldart
	a. To introduce improvement initiatives as outlined in the QI Annual Plan.	<ul style="list-style-type: none"> <li>• Complete milestones identified in the QI Annual Plan.</li> </ul>	Jamie Roy & Geri Geldart
	To provide leadership development training based assessed needs.	<ul style="list-style-type: none"> <li>• Needs assessment to be completed by August 2023.</li> <li>• Implementation plan launched by December 2023.</li> </ul>	Shelley Kenny and Geri Geldart

### 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
<p>A. Continuous improvements in the internal and external surroundings.</p> <p>B. Positive feedback from residents, clients and families regarding our efforts to maintain our infrastructure in a “near new” state.</p> <p>C. Positive feedback from residents, clients and families articulating our ability to create a “home-like” atmosphere.</p> <p>D. Number of incidents are reduced/eliminated</p>

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Maintain the internal / external surroundings of all our residential facilities at a “near new” state.	To develop and implement an organizational-wide program based on Reduce, Reuse, Recycle.	<ul style="list-style-type: none"> <li>Identify areas of concern along with action plans by September 30th. Implement 100% of plans by March 31st.</li> <li>Med carts to convert to reusable cups and spoons by August 31, 2023.</li> </ul>	<p>Michel Boyer</p> <p>Jamie Roy</p>
	Ensure a safe and secure environment for residents, clients and staff.	To make improvements to the facilities Public Address System	<ul style="list-style-type: none"> <li>Complete audit of the current system and either enhance or replace current system by June 30<sup>th</sup></li> </ul>
Ensure a safe and secure environment for residents, clients and staff.	To make improvements to the facility's outdoor lighting	<ul style="list-style-type: none"> <li>Addition of more lighting in the front Dixon and back parking lot by September 30<sup>th</sup></li> </ul>	Michel Boyer
	To replace aging equipment as necessary.	<ul style="list-style-type: none"> <li>Replacement of a commercial washing machine and a Burlodge oven by March 31st</li> </ul>	Michel Boyer
	Expand on the current Disaster and Emergency Plan	<ul style="list-style-type: none"> <li>Include a Cyber Security Response Plan into the Disaster and Emergency plan by March 2024</li> <li>Establish a schedule for disaster plan exercises by September 2023.</li> </ul>	<p>Michel Boyer</p> <p>Michel Boyer</p>
	Explore options to expand the senior's housing program.	To assess the potential to convert Hawkins House to a Level 2 Special Care Home	<ul style="list-style-type: none"> <li>Complete by March 31, 2024</li> </ul>
Explore options to expand the senior's housing program.	To assess the financial viability of the Wetlands proposal	<ul style="list-style-type: none"> <li>To complete a financial assessment in collaboration with CMHC by October 2023</li> </ul>	Byard Smith
	To establish operational agreements with DSD to take advantage of financial benefits available for non-profit housing.	<ul style="list-style-type: none"> <li>To finalize agreements with GNB Housing prior to December 2023</li> </ul>	Byard Smith

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Develop and implement a comprehensive risk management plan.	To develop a comprehensive risk matrix to identify and prioritize potential risks.	<ul style="list-style-type: none"> <li>• Risk Matrix to be completed by November 2023.</li> </ul>	Geri Geldart
	To develop risk mitigation plans to be developed for all high priority risks.	<ul style="list-style-type: none"> <li>• Risk mitigation plans in place by March 2024</li> </ul>	Geri Geldart

#### 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	Measure of Performance	Responsibility / Progress
To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).	To develop and implement a comprehensive communication plan which addresses internal and external audiences.	<ul style="list-style-type: none"> <li>• Plan, with implementation targets, to be developed by August 2023.</li> <li>• Implementation targets tracked quarterly.</li> <li>• Improved employee rating of communication on quarterly pulse survey</li> </ul>	Geri Geldart
To increase YCCs leadership position in the community by improving the level and the volume of effective partnerships.	To identify new opportunities for YCC to evolve its role as a Centre of Excellence in partnership with other organizations (Region 3 nursing homes, AlzheimersNB, etc).	<ul style="list-style-type: none"> <li>• New program or service established in alignment with Centre of Excellence concept by end of year.</li> </ul>	Geri Geldart
	Establish a fund development plan for York Care Foundation	<ul style="list-style-type: none"> <li>• Plan to be developed and approved by Sept 2023</li> </ul>	Geri Geldart
	Develop and implement a donor recognition policy for York Care Foundation	<ul style="list-style-type: none"> <li>• Policy to be developed and approved by June 2023</li> </ul>	Geri Geldart
To increase volunteer participation.	Rebuild the Volunteer Program by increasing the number of active volunteers	<ul style="list-style-type: none"> <li>• Increase recruitment by 10% by September 30, 2023 &amp; 20% by December 31, 2023</li> <li>• Launch a marketing campaign focused on volunteer recruitment.</li> </ul>	Jamie Roy

## Pillar 5: Research – Discovery, Innovation, 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

- A. Improved quality of life for residents, clients, families and staff.
- B. Situated at the forefront of health and aging research and recognized as a reputable research organization.
- C. Increase level of quality research projects, partnerships and collaborations.
- D. Increase amounts of monetary support from granting agencies, governments, communities and foundations.

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
To increase involvement in research activities that focus on promoting and improving the social, emotional and physical well-being of seniors.	Conduct a facility-wide needs assessment to determine the direction and focus of future research studies and programming.	<ul style="list-style-type: none"> <li>• Complete needs assessment by September 30, 2023</li> <li>• Establish plan for regular needs “check-ins”</li> </ul>	Justine Henry
	To ensure research activity is reflective of the needs, interests and issues of the YCC community, establish an advisory committee comprised of staff, families, and residents.	<ul style="list-style-type: none"> <li>• Terms of reference developed by September 2023.</li> <li>• Committee established by December 2023</li> </ul>	Justine Henry
To foster relationships with researchers, stakeholders and members of the community.	Hold the 13 <sup>th</sup> Annual Aging Care and Research Symposium with an increase in attendance from the previous year.	<ul style="list-style-type: none"> <li>• By November 2023</li> </ul>	Justine Henry
To promote and support the translation and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.	Plan a YCC open house for staff, residents, and family members to learn about the findings from our research projects.	<ul style="list-style-type: none"> <li>• By December 2023</li> </ul>	Justine Henry



## **Report from the YCF Board Chair to the YCC Board of Directors June 19, 2023**

### **1. Annual Meeting and Annual Report**

- The YC Foundation annual meeting was held in May. The Annual Report is attached.

### **2. Laugh For Care Dinner**

- Planning continues for the 2023 event which will be held on October 28<sup>th</sup>.

### **3. Bingo is back.**

- Bingo will continue through the summer months.

### **4. Community Breakfast**

- We have made application to participate in the Community breakfast again next year

### **5. Golf**

- The 2023 Golf Fore Care Event was held on June 8<sup>th</sup>. Financial results are not yet available, but it appears to be a success. We will be losing two of our long time volunteers, the Maddot's. They will be a huge loss.

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### **6. Garden Shed**

- The Shed, donated by the Carpenters Union sold for \$5,000. Great donation!

### **7. Scholarship Program**

- The Scholarship committee will soon meet to award the employee scholarships.

### **8. Donor Recognition**

- The Board has approve a donor recognition policy. Geri Geldart will be working on implementation over summer.

### **9. Major Projects**

- The board will be considering project proposals at the June meeting.

Respectfully submitted,  
Hector Losier.



SUPPORTING EXCELLENCE IN LONG-TERM CARE



# ANNUAL REPORT

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# Who We Are.

Since 2007, York Care Foundation (YCF) has been creating opportunities to give, supporting excellence in long-term care and enhancing the quality of life for every resident.

YCF organizes fund-raising activities and events to finance programs and projects for the elderly community who call York Care Centre home.

Some of the most notable projects include the development of the Tower building, the Memory Lane Campaign, and the 18-seater passenger bus.

# Our Board of Directors



**Hector Losier**  
Chairperson



**Gary Beattie**  
YCC Board Representative



**Paul Wentzell**  
Treasurer



**Tom Meadus**  
Secretary



**Shannon Cornelius**  
Director



**Liz Richards**  
Director



**Luke Kelly**  
Director



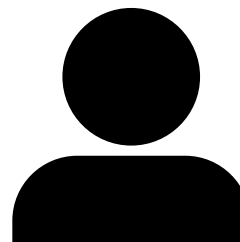
**Debra Romero**  
Director



**Maggie McCarthy**  
Director



**Geri Geldart**  
President & CEO



**Shelley Mills**  
Vice President

# PRESIDENT'S REPORT



**Hector Losier**  
Chairperson

I am pleased to present our annual report for the year ending 2022 and am excited to share our accomplishments over the past year. After two years of COVID-19 restrictions, we gradually returned to normal. We are grateful for the support we received during the pandemic, and we are excited to be able to move forward with our programs and events.

One of the highlights of our year was the successful Golf Tournament in June 2022. We had over 100 participants who enjoyed a beautiful day on the West Hills golf course, and we raised over \$30,000 to support our programs. We are grateful for the support of our sponsors and donors who made the event possible. A special shout-out to our Gold Sponsors, the Nashwaaksis Lions Club and Jean Coutu Pharmacy, and to our Silver Sponsor, Brunnet for their outstanding support. We are incredibly grateful.

Another highlight of our year was the awarding of two scholarships to deserving staff members who are advancing their healthcare education. We are committed to investing in our staff, and we believe that education is a key component of providing high-quality care. We are proud to support our staff members who are pursuing their dreams and advancing their careers.

A major highlight of the year was the completion of the Memory Lane Project. This project resulted in a complete refurbishment of the Birch Grove Unit, which is focused on care for those with Alzheimer's and other related dementias. Thanks to the many donors who made this dream come true. The new facility is more comfortable and welcoming, and it is designed to provide a more home-like environment for our residents. We are proud of the work we have done, and we can see, every day, the difference it can make in the lives of the residents of Birch Grove.

Our two lottery programs, the Staff Lottery and the PlaytoCare 50/50, continue to see strong support and provide a reliable source of revenue for our Foundation.



**GOLF FORE CARE**  
YORK CARE FOUNDATION

## PRESIDENT'S REPORT (cont'd...)

We are happy to report that our residents and families were delighted to see the return of Bingo in the fall of 2022. Staffed by York Care Foundation volunteers, this event is always a great opportunity to bring family and friends together for fun and maybe, for the lucky ones, a nice prize at the end of the evening. It is wonderful to see our community coming together again, and we are committed to providing opportunities for our residents and their families to connect and have fun.



With winter approaching, our dedicated team of volunteers launched our Holiday Wreath campaign. Purchasing a wreath in support of our Foundation is such a great way to blend holiday spirit with the joy of giving.

Finally, we were thrilled to hold the Laugh For Care event in November, where over 200 community members joined us for a fabulous dinner and a great evening of magic and comedy. The event was a huge success, and we raised over \$16,000 to support our programs. Stay tuned for an even more amazing evening this year!

I would like to thank our amazing board members who have committed their time and passion to York Care Foundation. These programs would not be possible without them.

We are proud of the work we have done this year, and we are grateful for the support of our donors and volunteers. With your help, we will continue to support the work of York Care Centre and improving the quality of life for those who live there. We look forward to another successful year in 2023.

# Highlights



## Golf Fore Care

Our annual charity golf tournament welcomed over 100 participants and raised \$30,000. Indeed, it was a huge success!



## Scholarship Opportunities

Two (2) scholarships were awarded to deserving team members advancing their healthcare education.



## Memory Lane Campaign

Complete facelift of the Birch Grove unit benefiting patients with Alzheimer's and other related dementia.



## Lottery and Holiday Wreath Campaign

The Staff Lottery and PlaytoCare 50/50 remains to be a reliable revenue source for YCF. Holiday Wreath campaign becomes a regular fund-raising activity during Christmas.



## Bingo Night

A fun way to bring family and friends together, and raise funds for the benefit of YCC residents.



## Laugh For Care

Over 200 community members joined a fabulous dinner and witnessed a great evening of magic and comedy. We raised over \$16,000.

York Care Foundation

# Financial Results

for year ended December 31, 2022

<b>Revenue</b>	<b>2022</b>	<b>2021</b>
Contributions / Donations	\$ 33,419	\$ 72,896
Fund-Raising Events	76,098	53,984
Investment Income	1,574	448
	<u>\$ 111,091</u>	<u>\$ 127,328</u>

<b>Expenditures</b>	<b>2022</b>	<b>2021</b>
General and Administration	\$ 26,665	\$ 72,896
Fund-Raising Expenses	44,447	53,984
Distribution to YCC equipment & programs	23,428	448
Scholarship	2,000	2,000
	<u>\$ 96,540</u>	<u>\$ 83,085</u>

<b>Excess of Revenue Over Expenses</b>	<u>\$ 14,551</u>	<u>\$ 44,243</u>
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 [www.yorkcarecentre.ca](http://www.yorkcarecentre.ca)

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York Care Centre: @YorkCareCentre  
CIRA: @AgingResearchCA

2023/2024

## Board & Committee Meeting Schedule

September/October 2023 – 1st Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	5-Sept	4:00	Tues, Aug 29th		Justine
Care Services	Thursday	14-Sept	4:00	Friday, Sept 8th		Jamie
Finance & Administration	Monday	25-Sept	5:30	Wed, Sept 20th		Byard/Shelley/Michel
Governance & Audit	Thursday	28-Sept	5:00	Friday, Sept 22nd		Geri
Board of Directors	Monday	02-Oct	5:30	Wed, Sept 27th	Marjorie Belzile	Geri
NOVEMBER/DECEMBER 2023 – 2 <sup>ND</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	28-Nov	4:00	Wed, Nov 22nd		Justine
Care Services	Thursday	30-Nov	4:00	Friday, Nov 24th		Jamie
Finance & Administration	Monday	4-Dec	5:30	Wed, Nov 29th		Byard/Shelley/Michel
Governance & Audit	Thursday	7-Dec	5:00	Friday, Dec 1st		Geri
Board of Directors	Monday	11-Dec	5:30	Wed, Dec 6th	Marjorie Belzile	Geri
JANUARY/FEBRUARY 2024 – 3 <sup>RD</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	30-Jan	4:00	Wed, Jan 24th		Justine
Care Services	Thursday	1-Feb	4:00	Friday, Jan 26th		Jamie
Governance & Audit	Thursday	8-Feb	5:00	Friday, 2nd		Geri
Finance & Administration	Monday	12-Feb	5:30	Thursday, Feb 8th		Byard/Shelley/Michel
Board of Directors	Monday	19-Feb	5:30	Wed, Feb 14th	Marjorie Belzile	Geri
MARCH 2024 – Budget Meeting				Package Distribution	Committee Chair	Executive Lead(s)
Finance & Administration	Monday	18-Mar	5:30	Thursday, Mar 14th		Byard/Shelley/Michel
Board of Directors	Monday	25-Mar	5:30	Thursday, Mar 21st	Marjorie Belzile	Geri
APRIL/MAY 2024 – 4 <sup>TH</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	23-Apr	4:00	Wed, April 17th		Justine
Care Services	Thursday	2-May	4:00	Friday, April 26 <sup>th</sup>		Jamie
Finance & Administration	Monday	6-May	5:30	Wed, May 1st		Byard/Shelley/Michel
Board of Directors	Monday	13-May	5:30	Wed, May 8th	Marjorie Belzile	Geri
JUNE 2024				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit (Q4 Review)	Monday	10-Jun	5:00	Thursday, June 6th		Geri
Board of Directors	Monday	17-Jun	5:30	Thursday, June 13th	Marjorie Belzile	Geri
AGM	Monday	17-Jun	6:30	Thursday, June 13th	Marjorie Belzile	Geri