



Board of Directors AGENDA

Monday February 13, 2023 @ 5:30pm

York Care Centre Board Room

Zoom details: <https://us02web.zoom.us/j/84121092582>

Meeting ID: 841 2109 2582

Item	Description	MRP
1.0	Call to Order & Introductions	Lyne St-Pierre-Ellis
2.0	Declarations of Conflict of Interest	
3.0	Board Orientation Session – Nursing Home Waitlist and Admission Process*	Jamie Roy
4.0	Approval of Previous Minutes: November 28 th , 2022*	
5.0	Business Arising from the Minutes	
5.1	By-law Revisions – for approval*	Gary Beattie
6.0	Committee Reports	
6.1	Research & Ethics Committee	Keith McAlpine
6.1.1	Q3 Research & Ethics Committee Report of Committee Chair	
6.1.2	Code of Ethics and Professional Conduct – for approval*	
6.2	Care Services Committee	Marjorie Belzile
6.2.1	Q3 Care Services Report of Committee Chair	
6.2.2	Quality at York Care Centre-A Framework for Improvement - for approval*	
6.3	Finance & Administration	Pierre LeBlanc
6.3.1	Q2 Finance & Administration Report of Committee Chair*	
6.3.2	Unaudited Financial Statements, October 1 – December 31, 2022*	
6.4	Governance & Audit Committee	Gary Beattie
6.4.1	Q3 Governance & Audit Report of Committee Chair	
6.4.2	Governance Policies – for approval - Gov-G-140 – Global Governance Process* - Gov-N-261 – York Care Foundation Representative* - Gov-R-275 – Resolution Book* - Gov-B-110 – Board Responsibilities*	
6.4.3	Governance Policies – approval for deletion - Gov-G-145 – Governing Style*	
6.5	Strategic Planning Committee	Lyne St-Pierre-Ellis

7.0 New Business

- | | | |
|-----|--|---------------|
| 7.1 | Report from the President and CEO* | Geri Geldart |
| 7.2 | Q3 Operating Plan Progress Report* | |
| 7.3 | Q3 Key Performance Indicator Dashboard* | |
| 7.4 | Report from the York Care Foundation Chair* | Hector Losier |
| 7.5 | Correspondence from Department of Social Development regarding insurance coverage* | |

8.0 Date of Next Meeting: - March 27, 2023

*Denotes attachment



Updated Admissions Process

Introduced by Dept. Social Development November 2022

Admissions Process:



ROADBLOCKS:

Time may be invested in tours and providing information, but family determine they are not ready.

Inability to reach family.
May need to involve social worker.

Specialized equipment or advanced care need considerations discovered (equipment or supplies may need ordered if admission anticipated, education may be required)
Unstable in hospital.

Family miss appointment, or do not pick up or return paperwork.
Financials or other critical documents not ready. Appropriate banking not established for candidate.

Bed not on appropriate floor for resident needs
Resident unstable
Accepted bed elsewhere
Passed away
Unable to reach family
Special equipment not yet received
Unable to get med orders in time (may not have MD)
Informed by DSD that 'priority list' is in effect

Day of admission status change. Resident no longer stable for admission- acute illness or rapid decline.

Candidate from another region added to list ahead of others (change of NH selection)

Concerns with new process:

- Discourages ageing in place. Unable to prioritize our tenants from Hawkin's House.
- Difficult to prepare families for an anticipated admission. May be prepared to admit a resident 'next', then informed of need to re-prioritize.
- Difficult to determine when to order specialized equipment as uncertain if candidate will be offered bed elsewhere first
- Unable to prioritize needs in community (which may lead to further family burn-out, candidate being hospitalized)
- Currently NHs are unaware if bed has been offered and rejected at another home.



**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive, Fredericton NB,
Meeting On November 28, 2022**

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

Virtual: Martin Ferguson

Regrets: Marilyn Born, Trina MacDonald, Keith McAlpine, Tracey Burkhardt

Staff: Geri Geldart

1. Call to Order & Introductions

The Chairperson, Ms. St-Pierre-Ellis called the meeting to order at approximately 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 Minutes: October 3, 2022

It was moved by A. Seymour and seconded by M. Belzile that the minutes of October 3, 2022 be approved as presented by the Board.

All in favor.

Motion carried

4. Business Arsing

G. Geldart reported there has been no response from the Department of Social Development in regards to the letter written concerning the pay scale in-equity between senior management and non-bargaining employees.

5.0 Committee Reports

5.1 Research & Ethics Committee

5.1.1 Q2 Report of Committee Chair

Geri Geldart summarized the Q2 Research and Ethics committee report on behalf of K. McAlpine highlighting, that changes to the terms of reference were made, subsequent to this committee meeting changes to other committee terms of reference were made, the language surrounding committee membership for all terms of references will be standardized and is brought today for approval. The code of ethics is currently being reviewed; further edits are required by this committee. This will be brought to the next board meeting for approval. Geri Geldart provided an update on meetings with CAN Health Network, YCC is moving forward with this collaborative agreement and will be discussing potential projects that can assist with patient care and reduce workload demand. At the meeting J.

Henry provided an update on the progress for the upcoming Aging Symposium. G. Geldart reported this event was a huge success with very positive feedback. Planning is currently underway for next year's event. An updated was provided from the various research projects, three of which have received extended timelines.

5.2 Care Services Committee

5.2.1 Q2 Report of Committee Chair

Ms. Belzile presented the Q2 Care Service Report highlighting, Care Services' focus in Q2 was rebuilding and re-instating programs within the activity department and reopening the Adult Day Program. Covid outbreaks were on both Tower 1 and Birch Grove, but not as significant as last quarter. The annual inspection was completed in June 2022, with one non compliant remaining regarding RN ratios. J. Roy and G. Geldart have recently meet with the Liaison Officer to review the methodology for calculating compliance with the funded staffing levels. G. Geldart reported there was a discrepancy in the way the Liaison Officer was reading the reports. The Liaison Officer has agreed to re-state the staffing ratios based on the gradual improvements shown in the reports. There is a possibility this infraction will be resolved before the next license is issued.

M. Belzile reported 93% of our residents are fully vaccinated for COVID. Influenza vaccines are now underway and uptake has been strong. Absenteeism improved in quarter 2 – down to 16 days per FTE.

Geldart reported grievances for the 5 of the unvaccinated employees who have not yet returned to work were referred to arbitration. A mediation process was agreed to by both parties. Talks are underway.

M. Belzile presented the key performance indicators for Quarter 2.

Vendlet Video – the board was provided an opportunity to view a video showing Vendlet technology - this is a patient turning aid that allows for gentle turning or repositioning of a patient in bed, while not straining staff. This technology has the potential to reduce work place injuries and reduce the number of staff who are required to turn/re-position a resident. This piece of equipment could be very valuable to the patients and staff of YCC but is not yet available in Canada.

5.3 Finance & Administration Committee

5.3.1 Q2 Finance & Administration Report of Committee Chair

Mr. LeBlanc provided a summary of the meeting held on November 2022. The committee reviewed the August, 30th and September 30, 2022 monthly financial statements. The total year to date surplus is \$623,364 of which \$584,630 is at YCC, this is primarily caused by salaries in care services. Mr. LeBlanc reported the senior staff at YCC are currently determining the priority acquisitions/repairs that could be funded with a portion of the surplus and would be beneficial to the corporation in the short, medium and long term.

5.3.2 Unaudited Financial Statements August & September 30, 2022

The unaudited financial statements for August and September were included in the meeting package.

Motion:

It was moved by P. LeBlanc, seconded by W. Snowdon that: the YCC Board of Directors approved the unaudited financial statements for August and September, 2022 as presented.

All in favour

Motion carried.

5.3.4 Recommendation – YDI Mortgage Renewal

P. LeBlanc brought forward a recommendation for approval of YDI mortgage renewal. YDI had a mortgage with Industrial Alliance which matured on October 1, 2022. IA does not want to renew this mortgage due to its small principle balance. A briefing note was provided which outlined there were two potential financial institutions willing to provide the required mortgage funding. Upon the recommendation from the chief financial officer, and senior management it is recommended that TD commercial bank be the preferred lender for renewal of the YDI supportive housing building.

Motion:

It was moved by D. Holt, seconded by W. Snowdon that:

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

All in favour

Motion carried..

5.3.5 Recommendation – Increasing Capital Thresholds for YCC Loan Extension

Currently the capital threshold amount is \$2500 for equipment and \$5000 for building repairs and improvement at YCC. A recommendation was brought forward to increase capital thresholds for YCC Inc. A briefing note, that outlined the rationale, it was noted that for an organization with revenue greater than \$14 million per year, that the appropriate minimum capital threshold would \$10,000 for all asset classes. The YCC total revenue in 2021-22 fiscal year was approximately \$22.94 million. The YCC lead auditor Teed Saunders Doyle was consulted and they have agreed the increase in the threshold is reasonable from an audit standpoint.

Motion:

It was moved by D. Holt, seconded by D. Wybou that;

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

All in favour.

Motion carried.

5.4 Governance & Audit Committee

5.4.1 Q1 Governance and Audit Report

Gary Beattie presented the report of the Governance and Audit Committee who met on November 17th. The committee had a lengthy discussion on access to resident/client health information. It appears there is open access of resident files to NB Nursing Home Association and Social Development. There are many concerns on this item. The committee will be writing a letter to the NB Senior Advocate and Privacy Ombudsman to inquire if there is compliance with the privacy legislation. A review of the YCC admission forms will also be done regarding permission for granted access.

Board education sessions was discussed with members providing input. A recommendation came forward from the committee for an information session from Human Resources focusing on recruitment, HR data indicators and what YCC is pursuing. Subsequently a discussion was held that the board may benefit from an educational session on governance and fiduciary responsibility of a board member to better understand their role and the financial statements.

An educational session from Human Resources will be provided in February/March, following a Financial Services session. The governance / fiduciary session will be looked at in the fall as part of the board orientation session.

5.4.2 By-Laws

G. Geldart presented the York Care Centre By-Laws which as directed by Social Development and in line with the regulations required additional information regarding board composition. G. Geldart reviewed the highlight changes, with the committee having a discussion regarding the section regarding conflict-of-interest and how to address if a member of the board attempts to influence another board member. It was suggested that a section within the code of conduct for board members should speak to this item.

A suggestion was also made to have the board members sign indemnification agreements upon onboarding which will provide them with a stand-alone protection against liabilities incurred as a result of serving on the board.

Upon further review it was noted that amendments of the Bylaws require a minimum of one month's notice of motion. The notice must be submitted in writing with the proposed amendment, together with the names of the mover and seconded and shall be posted at York Care Centre for a period of at least ten days prior to the meeting at which the amendment must be moved.

Motion:

It was moved by G. Beattie, seconded by P. LeBlanc that:

The Board of Directors recommend the York Care Centre Bylaws be amended as presented at the November 28th, 2022 Board meeting and shall be posted at York Care Centre for a period of at least ten days prior to the meeting of the board meeting on February 13, 2023 at which time the ByLaws will be brought forward final approval.

All in favor

Motion carried.

5.4.3 Corporate Policies

The following corporate policies were revised and brought forward for approval.

- 5.4.3.1 Gov-B-105 Board Committee principles
- 5.4.3.2 Gov-C-126 – Change in membership
- 5.4.3.3 Gov-C-125- Chairperson’s role – discussed.
- 5.4.3.4 Gov-C-127- Conflict of interest
- 5.4.3.5 Gov-C-130 – Cost of Governance
- 5.4.3.6 Gov-C-135 – Communication to Government

The committee were provided an opportunity to further review the policies, minor edits were suggested.

Motion:

It was moved by G. Beattie, seconded by A. Seymour that:

The following policies be approved as amended:

- Gov-B-105 Board Committee principles***
- Gov-C-126 – Change in membership***
- Gov-C-125- Chairperson’s role – discussed.***
- Gov-C-127- Conflict of interest***
- Gov-C-130 – Cost of Governance***
- Gov-C-135 – Communication to Government***

All in favour

Motion carried.

5.4.4 Committee Terms of Reference

At the recent Governance and Audit Committee the terms of reference were reviewed and proposed with changes reflecting the minimum number of board members required to participate on the committee. Following the Governance meeting further revisions were made to allow for the language to reflect the Bylaws.

Motion:

It was moved by G. Beattie, seconded by M. Belzile that:

The terms of reference of all board sub committees be approved as amended.

All in favour

Motion carried.

6.0 New Business

6.1 Report from the President & CEO

Geri Geldart provided a written report to the Board, which included a progression report on the operational goals. Of the 6 objectives that have a quarter 2 target completion date, three have been completed, two are falling behind and one has not yet started.

G. Geldart advised the board a staff Christmas dinner event will be taking place on December 7th and they are welcome to attend and help serve. Specific times will be circulated.

6.2 Home Support services in independent housing

G. Geldart advised the board that within YCC policy the residents of our independent apartments are prohibited from receiving home care services. Although this is not a written policy, current staff have verified that this has been the practice for years. G. Geldart noted the “Aging in Place” philosophy is one that YCC support and this practice is not aligned. Changes will be made to practice to permit our tenants to engage with home support agencies as necessary. Further updates will be provided to the board as this item progresses.

6.3 Report from the YCF Board Chair

Hector Losier provided a written report on behalf of the York Foundation and highlighted the financials of YCF which continue to operate at a positive balance. There is a year end profit target of \$26, 267.

The Laugh for Care dinner was held on November 18th with feedback being positive. Venue has been booked for next year’s event which will be held on October 28th. Bingo nights are going well with great participations from YCC and our housing sites as well as families, staff and volunteers. The Christmas wreath sales have been strong, although not quite as strong as last year. In the new year a focus will be given on establishing a development strategy.

7.0 Date of next meeting

The next regular scheduled board meeting will be held on February 13, 2023.

The meeting was adjourned at 7:48 pm on a motion by Mr. W. Snowdon.

Lyne St-Pierre-Ellis, Chair

Susan Dickie, Board Coordinator



BRIEFING NOTE

To: Board of Directors
From: Geri Geldart, President and CEO
Date: Feb 7, 2023
RE: **Bylaw Revisions**

Purpose

To approve changes to the York Care Centre Inc. bylaws to comply with regulations under the Nursing Home Act which address board composition.

Background

Proposed revisions to the bylaws were presented to the Board at the November 28th meeting. As discussed at the meeting, our current bylaws have specific provisions regarding the process to amend the bylaws. There is a mandatory one-month notice period before changes to the bylaws can be approved. A formal notice of motion was sent to the Board of Directors on January 9, 2023, to comply with this requirement.

“The Board of Directors recommend the York Care Centre Bylaws be amended as presented at the November 28, 2022 Board meeting and shall be posted at York Care Centre for a period of at least ten days prior to the meeting of the board on February 13, 2023 at which time the bylaws will be brought forward for final approval.”

Moved by Gary Beattie, seconded by Pierre LeBlanc.

Recommendation

That the following motion be entertained:

“The Board of Directors recommend the York Care Centre Bylaws be amended as presented at the November 28, 2022, meeting of the board.”

YORK CARE CENTRE INC.

GENERAL BYLAWS

November 2022

Table of Contents

YORK CARE CENTRE INC.GENERAL BYLAWS 3

1. CORPORATE SEAL..... 4

2. HEAD OFFICE 4

3. INTERPRETATION 4

4. ANNUAL MEMBERS MEETING OF THE CORPORATION 4

5. MEMBERS..... 5

6. BOARD OF DIRECTORS 5

7. CONFLICT OF INTEREST 5

8. COMPOSITION OF THE BOARD 6

9. REGULAR MEETINGS OF THE BOARD 6

10. QUORUM OF BOARD AND COMMITTEES..... 7

11. ATTENDANCE AT MEETINGS 7

12. CHAIR 7

13. SPECIAL MEETINGS OF THE BOARD 7

14. VOTING..... 7

15. OFFICERS OF BOARD AND CHAIRS OF STANDING COMMITTEES 8

16. COMMITTEES OF THE BOARD 8

17. EXECUTIVE COMMITTEE..... 9

18. PROCEDURES 9

19. DUTIES OF THE CHAIR 9

20. DUTIES OF THE VICE- CHAIR..... 10

21. DUTIES OF THE TREASURER 10

22. DUTIES OF THE SECRETARY..... 10

23. BONDING 11

24. PROTECTION OF DIRECTORS 11

25. BANKING 12

26. EXECUTION OF CONTRACTS..... 12

27. CORPORATE FUNDS 13

28. AUDITOR 13

29. OTHER SERVICES..... 13

30. APPOINTMENT AND DUTIES OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER..... 14

31. RESERVE OR TRUST FUNDS..... 14

32. AMENDMENT OF BYLAWS 14

33. REPEAL 15

34. COMING INTO FORCE 15

YORK CARE CENTRE INC.GENERAL

BYLAWS

PREAMBLE:

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

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

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

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

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

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

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

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

Canada.

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

1. CORPORATE SEAL

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

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

2. HEAD OFFICE

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

3. INTERPRETATION

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

4. ANNUAL MEMBERS MEETING OF THE CORPORATION

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

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

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

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

5. MEMBERS

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

6. BOARD OF DIRECTORS

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

7. CONFLICT OF INTEREST

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

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

8. COMPOSITION OF THE BOARD

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

9. REGULAR MEETINGS OF THE BOARD

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

- 2) Invitation by a resolution of the Board.

10. QUORUM OF BOARD AND COMMITTEES

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

11. ATTENDANCE AT MEETINGS

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

12. CHAIR

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

13. SPECIAL MEETINGS OF THE BOARD

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

14. VOTING

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

15. OFFICERS OF BOARD AND CHAIRS OF STANDING COMMITTEES

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

16. COMMITTEES OF THE BOARD

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

The Executive Committee shall be the same Committee as that established for York County Properties Inc.
 - 2) Finance and Administration Committee

The Finance and Administration Committee shall be the same Committee as that established for York County Properties Inc.
 - 3) Care Services Committee

The Care Services Committee shall be the same Committee as that established for York County Properties Inc.
 - 4) Governance and Audit Committee

The Governance and Audit Committee shall be the same Committee as that established for York

County Properties Inc.

5) Ethics and Research Committee

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

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

17. EXECUTIVE COMMITTEE

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

18. PROCEDURES

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

19. DUTIES OF THE CHAIR

The Chair of the Board shall:

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

20. DUTIES OF THE VICE- CHAIR

The Vice-Chair of the Board shall:

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

21. DUTIES OF THE TREASURER

The Treasurer of the Corporation shall:

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

22. DUTIES OF THE SECRETARY

The Secretary shall:

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

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

23. BONDING

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

24. PROTECTION OF DIRECTORS

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

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

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

25. BANKING

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

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

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

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

26. EXECUTION OF CONTRACTS

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

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

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

27. CORPORATE FUNDS

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

28. AUDITOR

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

The Auditor shall not be a Member of the Corporation.

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

29. OTHER SERVICES

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

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

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

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

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

31. RESERVE OR TRUST FUNDS

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

32. AMENDMENT OF BYLAWS

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

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

33. REPEAL

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

34. COMING INTO FORCE

Enacted this ^{xx} day of xxxxxxxx, 2022

WITNESS the Corporate Seal of the Corporation

Lyne St. Pierre-Ellis, Chair

Wayne Snowdon, Secretary

January 2022

CODE OF ETHICS & PROFESSIONAL CONDUCT

For Employees and Members of the Board



CODE OF ETHICS & PROFESSIONAL CONDUCT

Message from the Board Chair and the President and Chief Executive Officer

The reputation of our organization is shaped by our actions, choices, and decisions each day. Together, we must:

- Work in the best interests of our residents and clients
- Act fairly and objectively
- Recognize and address conflicts of interest
- Think about how our actions may impact our residents, co-workers, clients, and community partners

Exercise our best judgment

- Protect the confidentiality of the information entrusted to us
- Come forward if we see something significant or material that we think is not in the best interests of the people we serve or our organization
- Have the courage to stand up for what is right

Our Code of Ethics & Professional Conduct (Code) outlines the values, principles and standards of conduct that guide our actions and interactions.

The Code is at the heart of our bylaws, principles, directives, policies, procedures, protocols, standards, codes of practice and any other applicable guidelines, regulations and directives that set out how we conduct ourselves as we carry out our work on behalf of York Care Centre, The Centre for Innovation and Research in Aging, and York Developments, herein referred to “The Organization”.

Sincerely,

Lyne St. Pierre-Ellis
Board Chair

Geri Geldart
President & CEO

CODE OF ETHICS & PROFESSIONAL CONDUCT

Table of Contents

APPLICABILITY	1
PURPOSE OF THE CODE	2
BASIC OBJECTIVES	2
ABIDING BY THE LAW	3
NON-DISCRIMINATION/RESPECTFUL BEHAVIOUR	3
HIRING	4
RELATIONSHIPS WITH SUPPLIERS	4
RIGHT TO INFORMATION	4
PUBLIC STATEMENTS/COMMENTS	4
PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION)	5
CONFIDENTIAL INFORMATION – NON-PERSONAL	5
CONFIDENTIAL INFORMATION – PERSONAL	5
CORPORATE PROPERTY	5
MISAPPROPRIATION	6
CORPORATE RECORDS	6
SOFTWARE USAGE	6
INTERNET USAGE	6
WORK ETHIC	7
EXPENSES	7
RELATIONSHIPS	7
DRUG AND ALCOHOL-FREE WORKPLACE	8
OUTSIDE EMPLOYMENT	8
COMMUNITY ACTIVITIES	8
CONFLICT OF INTEREST	9
CONCLUSION	10

CODE OF ETHICS & PROFESSIONAL CONDUCT

APPLICABILITY

The provisions of this Code are mandatory and full compliance is expected from all board members, employees, and volunteers.

Although specific elements of this Code are employee-specific, contractors and business partners are expected to also comply where the provisions are relevant to doing business with the organization. For greater clarity, where applicable, the term ‘employees’ is inclusive of everyone working or doing business (paid or unpaid) with the organization.

This Code will be supplied to each employee at the time of hiring and will be reviewed by employees when doing their annual on-line education modules. Any employee who becomes aware of a contravention of the Code must report the facts promptly to his or her supervisor or to a higher authority or see that they are so reported. Employees who make reports in good faith regarding another employee will be protected against retaliation, discipline, and other sanctions as stipulated in the *Whistleblower Protection Policy and the Public Interest Disclosure Act*.

Employees who are members of professional bodies, such as nurses, licensed practical nurses, and accountants must also conform to their respective professional codes of conduct.

Each department may have additional Operational Policies and Procedures that may be applicable in a particular situation. Employees should familiarize themselves with the applicable rules within their department as well as Corporate Policies and Procedures.

The Research and Ethics Committee of the Board of Directors has been charged with the responsibility for monitoring compliance of the Code with respect to the Board of Directors and President & CEO.

CODE OF ETHICS & PROFESSIONAL CONDUCT

PURPOSE OF THE CODE

Employees continue to show their support for maintaining a commitment to excellent care to residents of the nursing home, tenants of its independent and supportive living units and clients in the community

This Code was developed with an understanding that personal integrity is quality of character and cannot be created by written rules. However, in assessing their conduct against general standards of integrity, employees may require some guidance.

The primary purpose of this Code is to provide such guidance to employees in making lawful and ethical decisions during employment.

Employees must fully comply with the rules contained herein which, when used with sound judgment and common sense, protect the organization, its employees, residents, tenants and clients in the community. Employees who breach the Code may be subject to disciplinary actions up to and including termination of their employment.

BASIC OBJECTIVES

Underlying the Code of Ethics are the following objectives:

- To provide information about standards and practices for employees, prospective employees, and other stakeholders.
- To promote universal understanding and application of ethical standards.
- To assist employees and directors in avoiding situations that might give rise to unprofessional conduct and/or conflict of interest.
- To encourage the most efficient and productive use of corporate resources while discouraging wasteful or fraudulent practices.
- To promote fair and honest dealings amongst employees, fair hiring and promotion practices, and equitable treatment of all employees.
- To assist Senior Leadership and the Board of Directors in carrying out their responsibility of ensuring integrity of operations.

CODE OF ETHICS & PROFESSIONAL CONDUCT

ABIDING BY THE LAW

The organization has an obligation to comply with all applicable laws and regulations. Employees play a key role in maintaining such compliance.

Employees should make themselves aware of the complex and changing laws and regulations applicable to their functions. Should an employee be in doubt about these legal requirements or their responsibilities, they should contact Human Resources. A safeguard for employees is strict adherence to this Code, policies and procedures, operating rules, and regulations, including governance rules and financial signing limitations.

NON-DISCRIMINATION/RESPECTFUL BEHAVIOUR

All persons are equal in dignity and human rights without regard to race, colour, national origin, place of origin, ancestry, religion, age, marital status, sex (including pregnancy and gender identity), sexual orientation, physical disability, mental disability, social condition (includes source of income, level of education and occupation), political belief or activity.

All employees are required to understand and adhere to the *York Care Centre Code of Professional Conduct*.

We seek to foster and promote safety, competence, care, respect, recognition, and inclusion in the workplace.

CODE OF ETHICS & PROFESSIONAL CONDUCT

HIRING

The organization has implemented and follows policies governing the hiring of new employees. Employees involved in a hiring process are required to be familiar with and adhere to these policies.

RELATIONSHIPS WITH SUPPLIERS

The organization strives to maintain the highest ethical standards in its buying practices. In purchasing materials and services from numerous suppliers within and outside of New Brunswick, we subscribe to the principles outlined in the *Procurement Act* and the *Crown Construction Contracts Act*.

Employees responsible for buying, leasing, or otherwise acquiring materials and services are required to be familiar with these Acts and are required to follow the various procedures laid out by their department.

The organization does not require suppliers to forgo trade with others seeking similar service or products in the marketplace. It may, however, refuse to deal with a supplier who is in an actual or perceived conflict-of-interest situation.

REQUESTS FOR INFORMATION

Unless prohibited by law, the organization meets all reasonable requests for information and provides information that is accurate, complete, and comprehensible. All requests for information are dealt with by the President & CEO and/or their designate.

PUBLIC STATEMENTS/COMMENTS

On behalf of the Board of Directors, the President & CEO and/or their designate is the official spokesperson for the organization. Other than the CEO, board members, employees, volunteers, and contractors may not make any public statement or comment on policy issues on behalf of the organization, unless authorized by the President & CEO. This restriction applies to all forms of expression, including use of social media.

The reputation of the organization represents significant effort to generate goodwill. No employees may make any public remarks that disparage its services, brand, reputation, or personnel.

CODE OF ETHICS & PROFESSIONAL CONDUCT

PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION)

The organization maintains a position of public trust and employees are expected to conduct themselves with honesty and integrity throughout the course of performing their duties. The *Public Interest Disclosure Act*, known as whistleblower legislation for the public service, provides the framework for the disclosure and investigation of significant and serious matters in the public service that are potentially unlawful, dangerous to the public or injurious to the public interest. The Act also provides protection to those employees who make a disclosure.

All employees are encouraged to become familiar with the *Whistleblower Protection Policy* and to make disclosures about any serious wrongdoings. The *Whistleblower Protection Policy* and related procedures are supplement to the Code of Ethics.

CONFIDENTIAL INFORMATION – NON-PERSONAL

Confidential information gained by virtue of employment with the organization shall not be used for personal gain, and disclosure of said information to anyone outside is strictly prohibited without permission either during the employee's term of employment, or at any time thereafter. As a function of their employment, employees should share confidential information on a need-to-know basis only.

CONFIDENTIAL INFORMATION – PERSONAL

Employees may from time to time collect, use, and have the need to disclose personal information of its residents, tenants, clients of the community, fellow employees and/or third parties. The collection, use and disclosure of personal information shall be in strict compliance with the *Personal Health Information Privacy and Access Act*.

All employees shall adhere to the security measures as set out under the corporate policy C-08 - Confidentiality- Employees as well as any procedures and guidelines approved by their department.

CORPORATE PROPERTY

Employees are responsible for the protection of all corporate property, including intellectual property, documents, electronic data and information, equipment, tools, materials, supplies and vehicles, including exercising safeguards to prevent theft, negligence or misuse. Without permission from the appropriate Director, employees may neither loan nor borrow corporate property for their personal use or the personal use of others. Specific processes exist and must be followed for the sale or destruction of corporate property.

CODE OF ETHICS & PROFESSIONAL CONDUCT

MISAPPROPRIATION

Employees are prohibited from making use of corporate funds, assets, or property, including electronic and information facilities, for their own personal gain or benefit, or from knowingly assisting another in such misappropriation.

The acquisition, disposal or removal of funds and assets by employees in the course of their employment must be transparent, and funds or assets must not be diverted for other than their proper use.

CORPORATE BUSINESS RECORDS

Corporate business records must be prepared reliably and accurately. They are of critical importance in meeting our financial, legal, technical and management commitments. They are to be carefully safeguarded and kept current, relevant and accurate. Records should be disclosed only to authorized personnel or in accordance with lawful processes. In addition:

1. No unrecorded or inadequately recorded fund or asset shall be established or maintained.
2. No false, artificial, or misleading entries in the books and records shall be made.
3. No transaction shall be affected, and no payment shall be made with the intention or understanding that the transaction or payment is other than as described in the documentation evidencing the transaction or supporting the payment.
4. Records may only be destroyed according to the applicable retention standards.

SOFTWARE USAGE

Software agreements licensing the use of software permit the use of that software only in a specific manner. The agreements also typically contain clauses restricting the duplication, modification, conversion or otherwise alteration of the product. All employees must strictly adhere to provisions contained in the various agreements.

INTERNET USAGE

The organization may provide employees with access to the information resources of the Internet with the intention of providing access to knowledge while increasing productivity. It is important to use the Internet in a manner that ensures any actions fall within the corporate policies and acceptable levels of performance.

In addition to corporate restrictions, employees must be aware of and abide by restrictions relative to the downloading or copying of any material on the Internet including, but not limited to copyright restrictions regarding multimedia and music.

All employees are required to be familiar with and adhere to the corporate policy on *Use of wireless devices in the Workplace and Social Media Policies*.

CODE OF ETHICS & PROFESSIONAL CONDUCT

WORK ETHIC

Employees are expected to show a strong work ethic, both with honesty regarding working hours and with concentration while at work. However, lack of concentration is sometimes not deliberate but is due to personal circumstances beyond the employee's control.

Theft of time, that is, doing more than a nominal amount of personal business on company time, is prohibited.

Employees who find themselves distracted or preoccupied by personal issues during working hours should talk to their manager and/or seek assistance from Employee and Family Assistance programs which can be accessed through the Human Resources department.

EXPENSES

Employees are required to ensure that reasonable expenses are charged only in accordance with corporate policy.

Anyone spending corporate money or personal money that will be reimbursed is expected to strive to ensure good value.

RELATIONSHIPS

The organization makes substantial efforts to avoid compromising, or the appearance of compromising, the objectivity and reputation of our employees or the Corporation. Employees must maintain an appropriate relationship with those who report to them or to whom they report.

In addition, employees are required to maintain a professional boundary between themselves and the residents/tenants/clients, and their partners and families, and other people chosen by the residents /tenants/clients to be involved in their care. Interactions of a sexual nature between a staff member and a resident/tenant/client are prohibited. All employees are required to understand, sign and adhere to York Care Centre's Code of Professional Conduct.

This section of the Code is not intended to impede the development of strong working relationships between employees or the development of appropriate relationships with our residents, tenants, and/or clients

CODE OF ETHICS & PROFESSIONAL CONDUCT

DRUG AND ALCOHOL-FREE WORKPLACE

The organization is committed to the highest practical standards of health and safety by providing a safe and comfortable work environment for all its employees and contractors. Due to the nature of our operations, all employees are considered to be in ‘designated safety-sensitive positions’.

The organization recognizes that the use of illegal or non-prescription drugs, alcohol or any other controlled substances can adversely affect job performance, the work environment and the safety of our employees, residents, and the public.

To help ensure a safe, healthy workplace, the organization strictly prohibits its employees and/or its contractors from reporting to work while under the influence of any illegal or non-prescription drugs, alcohol or any other controlled substances including recreational and/or medical cannabis.

OUTSIDE EMPLOYMENT

While the organization recognizes its employees’ right to privacy and their right to make use of their spare time as they see fit, care should be taken by employees in accepting outside employment. For example, employees should not accept outside employment:

1. When the employment or business activities encroach on working hours or otherwise adversely affect, in a real or perceived way, an employee's performance on the job;
2. When the employment results in an obligation that could affect, in a real or perceived way, the employee's judgment or ability to act in the best interests of the organization.

COMMUNITY ACTIVITIES

Employees have the right and are encouraged to become active members of their respective communities. With appropriate management approval, support of non-profit organizations may occasionally involve the provision of a limited number of "in-kind" services.

Outside activity must not be allowed to interfere with the employee's performance on the job, nor must it conflict with the organization’s responsibilities or best interests.

Political activity by any employee is governed by provincial government guidelines and employees are required to be familiar with and adhere to these guidelines.

CODE OF ETHICS & PROFESSIONAL CONDUCT

CONFLICT OF INTEREST

All employees must conduct their duties in a manner reflecting the best interests of the organization. Conflict of interest exists in any situation where an employee's ability to fulfill their responsibility may be adversely affected by their private interests or personal considerations. While it is difficult to provide a comprehensive list of conflict-of-interest situations, in general terms it can be said that an employee should avoid any situation that could:

1. Impair the employee's judgment, initiative, or efficiency on the job.
2. Give rise to questions of integrity in relation to employees exploiting the vulnerability of persons who are or have been in our care.
3. Be harmful or detrimental to the Corporation's activities or reputation.

GIFTS AND BRIBERY

The organization subscribes to the principles outlined in the *Procurement Act and the Crown Construction Contracts Act* and holds a position of public trust. It is essential to preserve its reputation for fair and unbiased business dealings by avoiding any reasonable apprehension of bias in its relationship with suppliers. Bribery or kickbacks in the criminal sense (the giving or accepting of money or valuables intended to influence decisions) is generally obvious and is strictly prohibited. However, exchanging of gifts on a lesser scale can be a grey area, since it is a routine aspect of modern business practice that organizations give and receive small gifts for promotional or recognition purposes. It is acceptable for employees to participate in the giving or receiving of such gifts provided the item has a real or perceived value that is nominal (generally considered to be under \$100 Canadian). If you are offered or receive a gift whose value is greater than nominal, you should refuse and/or return the item promptly, together with an explanation of the organization's policy.

In addition, employees are expected to act in ways that cannot be interpreted as, or do not result in employees gaining personal benefit from their position. Accepting gifts, favours of hospitality may compromise the professional relationship with our residents and/or tenants. Gifts of more than a token value could be interpreted as the employee gaining personal benefit and/or taking advantage of a vulnerable resident and/or tenant in an attempt to gain preferential treatment. Under no circumstances are employees to ask for or accept loans or bequests from residents and/or tenants or anyone close to a resident and/or tenant.

CODE OF ETHICS & PROFESSIONAL CONDUCT

ENTERTAINMENT

An employee may not participate in excessive or extravagant entertainment while conducting business on behalf of the organization. This is not intended to preclude, the exchange of reasonable meals, social amenities or hospitality between persons doing business together.

PRIVATE BUSINESS BENEFIT

It is a conflict of interest for an employee to participate in, or attempt to influence, a corporate decision that could result in financial benefit to that employee or his/her immediate family. Examples include the awarding of contracts for the supply of goods or services to a company in which the employee has a private interest.

Transactions with a business owned, controlled or influenced by an employee are prohibited unless written approval is requested and received from the Board of Directors.

CONCLUSION

This Code is designed to reaffirm the value of high ethical standards and to provide employees with certain rules of behavior. The topics included herein are neither complete nor exclusive but will serve to give employees a clearer understanding of what is expected. Ethical conduct however is, and always will be, every employee's responsibility.

Employees must fully comply with the rules contained herein which, when used with sound judgment and common sense, protect the organization, its residents and/or tenants, its employees, and the public. Employees who breach the Code may be subject to disciplinary actions up to and including termination of their employment.

In the event questions arise concerning the application of a specific rule or policy, an employee should consult his or her supervisor. Should the situation not be resolved at this point, the employee or supervisor shall refer the matter to Human Resources.



Quality at York Care Centre

A Framework for Improvement

Background

Quality of care and services at York Care Centre starts with what matters most to our residents. Our mission to provide an enhanced quality of life is achieved by using a person-centred approach to care. As we seek to fulfill this mission, we are ever mindful of our values of Character, Accountability, Respect and Excellence

Our commitment to quality is embedded in our Vision to be a Centre of Excellence in Long Term Care. To achieve this mission, we commit to the ongoing improvement in the quality of life, the quality of care, the provision of a safe and supportive environment and making York Care Centre the best place to work.

Values and Principles

Four core values guide the behavior of our organization. In addition we will follow five principles as we begin our quality improvement work.

Values	Principles
<ul style="list-style-type: none">● Character: Doing the right thing● Accountability: For the prudent use of resources● Respect: for our community of care and each other.● Excellence: We strive for continuous improvement	<ul style="list-style-type: none">● Person-Centred: Individuals have unique values, personal history and personality and that each person has an equal right to dignity, respect, and to participate fully in their environment.● Voice: The voice of our residents and families will be welcomed through genuine involvement in sharing and providing feedback.● Our staff: Our staff are considerate, competent and highly motivated people whose values, attitudes and behaviors reflect our primary goal of supporting people to have the best possible quality of life.● Professional Standards: We are knowledgeable of, and comply with, professional standards.● Education and Training: Education is essential to the development of a caring and competent workforce.

Objectives

The objective of our quality improvement work is to improve outcomes (quality of life, quality of care and safety) for residents of York Care Centre by:

- Identifying our strengths and gaps so that we can prioritize our improvement efforts. We will do this through regular monitoring of key performance indicators and regular surveys of residents, families and staff.
- Taking a balanced approach to our improvement work, by ensuring the important domains of care and service are addressed. Areas of focus for the quality improvement workplan will be identified annually, and as needed throughout the year.
- Strengthening the quality improvement skills of our team. Education will be provided to staff to support their participation in the quality improvement program.
- Demonstrating our accountability for the delivery of high quality care and services by sharing the results of our quality improvement work with the Board of Directors, Residents' Council, Family Advisory Committee and our staff.

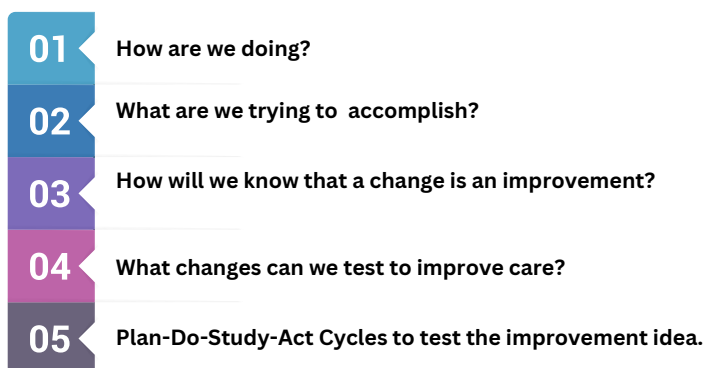
Domains of Quality

Quality in long term care refers to the extent to which the care and services provided to residents meet their needs and expectations and are consistent with professional standards. York Care Centre has identified four domains of quality which are important to the delivery of high quality long term care.

Quality of Life	Quality of Care	Safe and Supportive Environment	Best Place to Work
Enabling residents to live their best possible life by respecting autonomy, preserving dignity, preserving and developing meaningful relationships, providing opportunities for fulfilling activities and respecting their background and culture.	Ensuring our care processes comply with professional standards, with a clear focus on evidence-informed practices in areas such as continence care, dementia care, falls prevention, pain management, palliative care, restorative care, skin and wound care.	Ensuring our facilities and equipment meet health and safety standards, yet still reflect a home-like environment.	Enabling a competent and engaged workforce, supported by effective and accountable leaders, to provide residents with a safe, caring and supportive environment. Staffing levels are sufficient to meet the care standards. Staff are supported through ongoing training and development

Model for Improvement

Our model for improvement is a simple and common-sense approach to the work of quality improvement is a simple, common-sense approach to the work of quality improvement. Five basic questions, and their answers, provide the structure for our work. The model for improvement is an iterative process, meaning it is ongoing and continuous. As new areas for improvement are identified, the process begins again, with the aim of continually improving the quality of care and services.



1. How are we doing?

- We will identify, measure and report key performance indicators
- Regular surveys will be used to gather feedback and resident and family satisfaction, quality of life, staff engagement and quality of worklife.
- Inspection Reports will be used to assess our compliance with professional standards.

2. What are we trying to accomplish?

- Conversations with our residents, staff and leaders will help us identify areas for improvement.

3. How will we know that a change is an improvement?

- We will identify what we will track to determine if this change is an improvement.

4. What changes can we test to improve care?

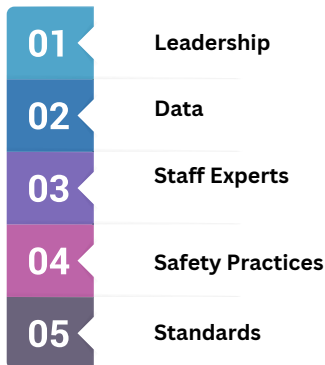
- Teams will collaborate with residents to identify potential changes/solutions

5. Plan-Do-Study-Act Cycles to test the improvement ideas.

- A simple, structured, small scale approach to identify problems, test solutions and implement changes in a systemic and controlled manner.
- Teams will consider how best to sustain and build on successful changes.

Our Resources

The team will have access to a variety of resources as they engage in quality improvement work:



1. Leadership

- a. The Board of Directors sets the strategic direction for the organization, and with the Senior Team, provides the leadership and resources to deliver high quality services.

2. Data

- a. York Care Centre utilizes the InterRAI LTCF Resident Assessment Tool. Data from the tool is used to assess the Quality of Care.
- b. York Care Centre also participates in the Seniors Quality Leap Initiative (SQLI) which is an international quality improvement collaborative which is focused on improving the quality of life and quality of care in long term care facilities.
- c. A variety of surveys are utilized to assess family and resident satisfaction, resident quality of life and staff engagement and quality of worklife.

3. Staff Experts

- a. York Care Centre is proud of the broad range of clinical experts on our team, including experts in nutrition, falls prevention, infection control, wound care, palliative care, rehabilitation and therapeutic recreation.

4. Safety Practices

- a. Safety practices which support resident and staff safety are guided by our staff in Human Resources and Facilities & Infrastructure.

5. Standards

- a. The NB Nursing Home Standards and the professional standards of the regulated health professionals who work at York Care Centre are respected and guide our improvement efforts.

Annual Plan 2023 / 24

Key Performance Indicators for All Domains of Quality

Senior leaders have established a dashboard of key performance indicators which is updated quarterly. Improvement targets will be set prior to the end of March 2023.

Seniors Quality Leap Initiative - Quality of Life and Quality of Care Domains

As part of the SQLI collaborative, YCC will consider improvement opportunities for the following quality of care and quality of life elements.

- Reducing inappropriate use of anti-psychotics
- Pain Management
- Pressure injury prevention & documentation
- Dining experience
- Social engagement.

Healthcare Excellence Canada - Quality of Life and Best Place to Work Domains

YCC has received a \$10,000 grant to introduce the Advanced Caregiver Program as part of the Reimagining LTC collaborative. This project will run through 2023.

Emergency and Disaster Plan - Safe and Supportive Environment Domain

YCC will update the Emergency and Disaster Plan and will incorporate a cybersecurity plan.

New Brunswick Association of Nursing Homes - Quality of Care Domain

The New Brunswick Association of Nursing Homes has announced plans to introduce a new quality improvement program for NB Nursing Homes. Although the details have not yet been released, it is expected this work will be similar to the SQLI collaborative.

Employee Engagement - Best Place to Work Domain

York Care Centre will establish an employee engagement framework. Improvement work will focus on improving staffing levels through stronger recruitment efforts and increasing employee retention through better processes for communication and orientation.

Supportive Housing

York Care Centre will consider how to include our supportive housing program in our quality improvement work.

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

- The Finance Committee met on January 30, 2023.
- Reviewed the December 31, 2022 quarterly reports and the October 31, November 30 and December 31 monthly 2022 financial reports.
- Recommended that the financial reports to December 31, 2022 be presented to the Board of Directors.
- IA have approved another extension to us paying off the mortgage at York Developments. Expect to finalize in the next month. TD Bank no longer requires that a bank account be opened as a condition of approving the mortgage.
- The total year to date surplus is \$591,000 of which \$544,000 is at YCC. Most over-expenditures are planned.

Summary of unrestricted financials as of December 31, 2022:

Company	Cash Balance	Payables/Accruals	Surplus(deficit)
York Care Centre	\$1,870,000	\$3,067,000	\$544,000
York Developments Inc.	231,000	106,000	33,000
CIRA	383,000	71,000	14,000
York County Properties	449,000	2,000	0
Totals	\$2,933,000	\$3,246,000	\$591,000

Observations:

- All companies have a cash balance
- All payables can be paid as they become due
- All companies are in a breakeven or in a surplus position
- Surplus at YCC can be attributed to challenges in filling care positions and additional funding from SD for Truth and Reconciliation Day and for the Queen's funeral day.

Pierre LeBlanc, Chair
Finance Committee
2023-02--06

**YORK CARE CENTRE INC.
BALANCE SHEET
10/31/2022**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,695,564.76	1,228,318.80	467,245.96
CASH - RESTRICTED FUNDS	62,114.45	54,134.56	7,979.89
ACCOUNTS RECEIVABLE			
- RESIDENTS	25,752.35	38,366.57	(12,614.22)
- DEPT of SOCIAL DEVELOPMENT	347,977.00	319,163.00	28,814.00
- HST	39,681.65	25,493.15	14,188.50
- OTHER	71,155.08	86,255.60	(15,100.52)
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	377,283.79	446,238.77	(68,954.98)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,741,621.28</u>	<u>2,320,062.65</u>	<u>421,558.63</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	18,218,383.66	18,426,516.86	(208,133.20)
TOTAL FIXED ASSETS	<u>18,218,383.66</u>	<u>18,426,516.86</u>	<u>(208,133.20)</u>
TOTAL ASSETS	<u><u>20,960,004.94</u></u>	<u><u>20,746,579.51</u></u>	<u><u>213,425.43</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,200,883.25	2,832,854.66	368,028.59
DEFERRED REVENUE	79,635.11	83,801.78	(4,166.67)
TOTAL CURRENT	<u>3,280,518.36</u>	<u>2,916,656.44</u>	<u>363,861.92</u>
LONG TERM			
LONG TERM DEBT	15,423,543.23	15,604,184.04	(180,640.81)
DEFERRED CONTRIBUTIONS	1,886,449.99	1,911,494.46	(25,044.47)
TOTAL LIABILITIES	<u>17,309,993.22</u>	<u>17,515,678.50</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	55,316.79	56,069.95	(753.16)
UNRESTRICTED	(326,731.08)	(326,456.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	640,907.65	584,630.70	56,276.95
TOTAL FUNDS	<u>369,493.36</u>	<u>314,244.57</u>	<u>55,248.79</u>
TOTAL LIABILITIES & FUNDS	<u><u>20,960,004.94</u></u>	<u><u>20,746,579.51</u></u>	<u><u>213,425.43</u></u>

**YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 10/31/2022**

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,904,822	\$1,905,072	-\$250	
Non-Recurring Budget Amend	\$28,812	\$28,812	\$0	
Administration	\$27,006	\$21,539	\$5,467	
Care Services	\$9,442	\$13,872	-\$4,430	
Operations	\$27,297	\$27,314	-\$17	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
TOTAL REVENUE	\$2,022,423	\$2,021,654	\$769	
OPERATING EXPENSES				
Administration	\$317,415	\$370,665	\$53,251	Salaries underspent by \$3,989, EI, CPP and WHSCC underspent by \$27,985, underexpend in pension/group health expense of \$6,889, underspent on bank chgs & bad debts by \$242, underspent in advertizing by \$256, underspent on office equip and supplies by \$4,262, underspent in prof'l fees & travel by \$6,560, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition \$1,131; underspent on minor equipment by \$125, underspent on education by \$1,718, plus other minor variances.
Care Services	\$830,702	\$893,031	\$62,329	Underexpend in salaries of \$56,810, overexpend in fall reduction, care supplies and meds \$237, overspent on incontinment supplies by \$1,703, underspent in minor equipment by \$5,877, overspent on recruitment by \$398, underspent on BG memory Lane Project by \$2,100, overspent in recreation supplies by \$608, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$559,857	\$536,461	-\$23,396	Salaries overspent by \$29,049, food & thickeners underspent by \$1,985, dietary supplies underspent by \$1,014, laundry supplies & linen overspent by \$3,817, housekeeping supplies underspent by \$4,967, telephone & cable overspent by \$10,969, insurance overspent by \$775, maintenance underspent by \$6,302, heating fuel and electricity underspent by \$16,518, vehicle expenses underspent by \$942, minor equipment underspent by \$2,359, consulting fees overspent by \$2,432, computer supplies and support overspent by \$11,514, underspent re website & commun events \$401, GET inspired comm underspent by \$805, overspent on recruitment \$42, plus other minor variances. Under expend of \$1,374 due to timing of new year purchases
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374	
TOTAL EXPENSES	\$1,966,146	\$2,059,704	\$93,558	
NET SURPLUS (DEFICIT)	\$56,277	-\$38,050	\$94,327	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
7 MONTHS ENDING 10/31/2022

Description	Actual	Actual	Budget	Variance	Year to Date	Forecast to	2022-23	Variance Budget
	Previous	Current	Current	Budget	Variance Analysis	Year End	Full Year	vs Forecast
	YTD	YTD	YTD	vs Actual	Budget vs Actual	31-Mar-23	Budget	Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$12,184,884	\$13,741,777	\$13,808,902	-\$67,125		\$23,265,887	\$23,334,262	-\$68,375
Non-recurring Budget Amendments	\$297,111	\$266,531	\$266,532	-\$1	537 Vacant bed days	266,531	\$266,532	-\$1
Administration	\$374,111	\$287,108	\$249,205	\$37,903		389,324	\$356,890	\$32,434
Care Services	\$62,048	\$74,482	\$97,106	-\$22,625		142,468	\$166,468	-\$24,000
Operations	\$159,650	\$191,839	\$191,198	\$642		327,768	\$327,768	\$0
Mortgage / Loan Payments	\$180,917	\$175,311	\$175,310	\$1		300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$13,258,720	\$14,737,049	\$14,788,254	-\$51,205		\$24,692,510	\$24,752,452	-\$59,942
OPERATING EXPENSES								
Administration	2,324,556	2,469,766	2,582,639	112,873	Salaries overspent by \$2,491, EI, CPP and WHSCC underspent by \$56,914, underexpend in pension/group health expense of \$1,111, underspent on uniform allow \$5,692, underspent on bank chgs & bad debts by \$1,538, underspent in advertising by \$1,030, underspent on office equip and supplies by \$8,621, underspent in profll fees & travel by \$15,885, underspent on audit \$2,473, overspent on MBANH Fees \$7,677; underspent on staff & volunteer recognition \$5,934; underspent on minor equipment by \$247, underspent on education by \$24,208, plus other minor variances.	\$4,257,073	4,272,496	15,423
Care Services	5,439,730	6,044,221	6,393,361	349,139	Underexpend in salaries of \$321,371, underexpend in fall reduction, care supplies and meds \$18,100, overspent on Incontinent supplies by \$1,415, overspent in minor equipment by \$800, overspent on recruitment by \$3,351, underspent on research by \$2,917, underspent on BG memory Lane Project by \$12,784, overspent in recreation supplies by \$1,149, underspent on pastoral supplies by \$1,128; plus other minor variances.	10,698,224	10,847,801	149,577
Operations	3,504,001	3,774,948	3,738,008	(36,940)	Salaries overspent by \$51,458, food & thickeners overspent by \$4,360, dietary supplies overspent by \$10,182, laundry supplies & linen overspent by \$7,139, housekeeping supplies underspent by \$22,642, telephone & cable overspent by \$15,168, insurance overspent by \$5,459, maintenance underspent by \$12,052, heating fuel and electricity underspent by \$50,778, vehicle expenses underspent by \$1,690, minor equipment overspent by \$12,278, consulting fees overspent by \$11,282, computer supplies and support overspent by \$12,631, underspent re website & commun events \$1,034, GET Inspired comm underspent by \$6,004, overspent on recruitment \$1,435, plus other minor variances.	6,513,298	6,463,298	(50,000)
Mortgage / Loan Payments	1,808,855	1,807,206	1,816,827	9,620	Under expend of \$9,620 due to timing of new year purchases	3,125,310	3,114,560	(10,750)
TOTAL EXPENSES	\$13,077,142	\$14,096,142	\$14,530,835	\$434,693		\$24,593,905	\$24,698,156	\$104,251
NET SURPLUS (DEFICIT)	\$181,578	\$640,908	\$257,419	\$383,488		\$98,605	\$54,296	\$44,309
Less: Transfer to replacement reserve		1,925	0	(1,925)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$638,983	\$257,419	\$385,413		\$95,305	\$54,296	\$47,609

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
10/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	236,571	221,602	14,969
ACCOUNTS RECEIVABLE	15,407	11,546	3,861
HST RECEIVABLE	665	1,358	(692)
PREPAID EXPENSES	32,850	42,955	(10,104)
TOTAL CURRENT ASSETS	285,494	277,461	8,033
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	241,128	243,292	(2,164)
DEFERRED VACANCY SUBSIDY	42,942	42,818	124
TOTAL RESTRICTED CASH & DEPOSITS	284,070	286,110	(2,040)
FIXED ASSETS			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,100,907)	(4,085,693)	(15,214)
TOTAL FIXED ASSETS	2,224,511	2,239,724	(15,214)
TOTAL ASSETS	2,794,074	2,803,296	(9,221)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	112,477	111,612	865
DEFERRED REVENUE	8,837	8,729	108
TOTAL CURRENT LIABILITIES	121,314	120,341	973
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,762,990	1,775,948	(12,958)
TOTAL LONG TERM LIABILITIES	1,762,990	1,775,948	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	5,835	6,002	(167)
TOTAL DEFERRED	5,835	6,002	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	241,128	237,871	3,257
VACANCY SUBSIDY RESERVE	42,942	42,818	124
EARNED SURPLUS	605,043	608,043	(3,000)
NET INCOME (LOSS) FOR PERIOD	14,822	12,273	2,549
TOTAL EQUITY	903,935	901,005	2,930
TOTAL LIABILITIES & FUND BALANCES	2,794,074	2,803,296	(9,221)

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
7 MONTHS ENDING 10/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	63,008	62,551	457	425,505	425,526	(21)
TENANT SUBSIDY	(1,825)	(2,996)	1,171	(18,865)	(20,969)	2,104
RENT SUPPLEMENT - SH	8,729	8,729	0	64,193	64,193	0
ADULT DAY PROGRAM FEES	3,271	10,234	(6,963)	4,045	34,908	(30,863)
WASHER & DRYER REVENUE	958	896	62	6,543	6,271	272
OTHER REVENUE	0	0	0	290	0	290
INTEREST INCOME	862	113	749	3,733	793	2,940
REVENUE - SD CARE HOURS	5,600	12,463	(6,863)	46,794	87,243	(40,449)
REVENUE - OTHER CARE HOURS	0	275	(275)	845	1,925	(1,080)
REVENUE - TENNANT SERVICES	20,057	18,994	1,063	125,601	132,961	(7,360)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	43,977	43,979	(1)
RECOVERY PROJECT WORKERS	0	0	0	0	3,600	(3,600)
MISCELLANEOUS INCOME	0	2,000	(2,000)	832	8,000	(7,168)
TOTAL REVENUE	106,943	119,542	(12,600)	703,494	788,430	(84,937)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	28,860	37,227	8,367	175,995	246,972	70,977
BENEFITS	2,895	4,385	1,490	17,383	28,531	11,148
TRAVEL EXPENSE	86	83	(3)	571	583	12
	31,841	41,695	9,854	193,949	276,086	82,137
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,753	5,725	972	29,928	35,927	5,999
	4,753	5,725	972	29,928	35,927	5,999
MAINTENANCE						
ELECTRICITY	6,332	6,295	(37)	46,969	44,067	(2,902)
ELEVATOR SERVICE / INSPECTION	376	358	(18)	3,322	2,504	(818)
GARBAGE REMOVAL	773	627	(145)	5,207	4,391	(816)
PEST CONTROL	198	215	16	1,429	1,503	73
ALARMS AND MONITORING	479	378	(101)	2,968	2,647	(321)
TENANT SPECIAL OCCASIONS	11	125	114	221	875	654
CABLE TV	23	49	26	155	343	188
INSURANCE	3,324	3,169	(155)	23,269	22,182	(1,087)
PHONE	166	399	233	1,064	2,792	1,728
PROPERTY TAXES	5,929	5,929	0	41,503	41,504	0
REPAIRS & MAINTENANCE	5,887	4,053	(1,834)	30,530	28,368	(2,162)
BUILDING EXPENSES - ADP	367	1,343	976	2,568	6,640	4,072
REPLACEMENT RESERVE - R&M	0	1,698	1,698	11,904	11,887	(18)
SECURITY	4,510	4,510	0	31,568	31,569	1
GROUNDS MAINTENANCE	0	851	851	3,357	5,955	2,598
SUPPLIES EXPENSE	1,071	1,115	44	3,480	6,027	2,547
MINOR EQUIP & FURNISHING	18	619	601	4,927	4,000	(926)
WATER & SEWAGE	1,228	1,227	(0)	8,594	8,591	(2)
	30,692	32,959	2,268	223,035	225,844	2,809
ADMINISTRATION						
ADMINISTRATION CHARGES	13,637	14,119	483	93,908	97,803	3,895
BOARD EXPENSES	68	97	29	473	676	203
ADVERTISING	0	284	284	595	1,586	990
AUDIT EXPENSES	719	975	256	4,232	6,823	2,592
BANK INTEREST & CHARGES	71	25	(46)	1,466	173	(1,293)
LOAN INTEREST EXPENSE	3,941	3,941	0	27,587	27,587	0
MEMBERSHIP FEES / DUES	145	311	166	1,013	2,176	1,163
MISCELLANEOUS EXPENSE	3,002	236	(2,766)	4,032	1,322	(2,711)
PRINTING & OFFICE SUPPLIES	312	520	208	1,956	3,308	1,352
	21,894	20,508	(1,386)	135,262	141,453	6,191
CAPITAL						
DEPRECIATION	15,214	15,360	146	106,497	107,520	1,023
	15,214	15,360	146	106,497	107,520	1,023
TOTAL OPERATING EXPENSES	104,393	116,247	11,853	688,671	786,830	98,159
NET EARNINGS (LOSS) FOR PERIOD	2,549	3,296	(746)	14,822	1,600	13,222
LESS: TRANSFER TO						
REPLACEMENT RESERVE	1,531	/mth		18,373	/year	
REPLACEMENT RESERVE - SUPPORTIVE	862	/mth		10,342	/year	
VACANCY LOSS - SUPPORTIVE	265	/mth		3,186	/year	

Centre for Innovation and Research
BALANCE SHEET
10/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	473,334.03	591,445.27	(118,111.24)
ACCOUNTS RECEIVABLE	12,149.38	13,663.84	(1,514.46)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	7,194.21	5,394.05	1,800.16
PREPAID EXPENSES	0.00	2,930.92	(2,930.92)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>492,677.62</u>	<u>613,434.08</u>	<u>(120,756.46)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	<u>(9,776.43)</u>	<u>(9,506.66)</u>	<u>(269.77)</u>
	6,409.94	6,679.71	(269.77)
TOTAL ASSETS	<u><u>499,087.56</u></u>	<u><u>620,113.79</u></u>	<u><u>(121,026.23)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	52,726.56	77,919.89	(25,193.33)
DUE TO YORK MANOR INC.	5,183.92	10,549.35	(5,365.43)
DUE TO YORK DEVELOPMENTS INC.	4,716.33	4,370.62	345.71
DEFERRED REVENUE	402,939.48	498,330.01	(95,390.53)
TOTAL CURRENT	<u>465,566.29</u>	<u>591,169.87</u>	<u>(125,603.58)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	31,036.18	26,458.83	4,577.35
TOTAL FUNDS	<u>33,521.27</u>	<u>28,943.92</u>	<u>4,577.35</u>
TOTAL LIABILITIES & FUNDS	<u><u>499,087.56</u></u>	<u><u>620,113.79</u></u>	<u><u>(121,026.23)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
7 MONTHS ENDING 10/31/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	26,250	26,250	0
VR - REHAB PROJECT	4,934	5,731	(798)	42,960	40,117	2,843
PROMOTE PHYS ACTIVITY PROJECT	1,613	3,966	(2,353)	19,165	27,762	(8,597)
IMPROVE IMMUNIZATION PROJECT	3,710	5,460	(1,750)	31,084	38,220	(7,136)
PALLIATIVE CARE PROJECT	1,669	1,611	57	11,680	11,278	402
POLYPHARM APP PHASE 2 PROJECT	4,645	10,266	(5,622)	27,175	71,863	(44,688)
GENIE PROJECT	39,922	39,939	(17)	211,053	279,572	(68,520)
PASSIVE AWARE PROJECT	38,898	32,190	6,709	172,021	249,329	(77,307)
INTEREST INCOME	1,761	250	1,511	9,718	1,750	7,968
STUDENT FUNDING	0	0	0	9,985	4,833	5,152
SYMPOSIUM	6,025	0	6,025	23,301	0	23,301
OTHER INCOME	1,500	0	1,500	1,500	0	1,500
TOTAL UNRESTRICTED REVENUE	108,426	103,163	5,263	585,892	750,974	(165,082)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	44,727	69,003	24,276	348,121	483,024	134,903
SALARIES & BEN CHARGED TO PROJECT	(44,727)	(69,003)	(24,276)	(348,121)	(483,024)	(134,903)
PROJECT WORKERS EXPENSES	0	0	0	9,985	4,833	(5,152)
	0	0	0	9,985	4,833	(5,152)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	14,359	14,360	1
AUDIT EXPENSES	582	481	(102)	5,016	3,365	(1,651)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	1,888	884	(1,004)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	0	267	267	60	1,867	1,807
OFFICE SPACE COSTS	263	408	145	1,910	2,855	945
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	12	42	30	222	292	70
TRAVEL AND ACCOMODATION	0	33	33	0	233	233
MEALS AND ENTERTAINMENT	0	29	29	0	204	204
CONFERENCES AND TRAINING	1,500	125	(1,375)	1,500	875	(625)
MINOR EQUIPMENT	0	83	83	0	583	583
MISCELLANEOUS	0	83	83	879	583	(296)
SYMPOSIUM	3,781	0	(3,781)	3,898	0	(3,898)
	8,459	3,729	(4,730)	29,733	26,102	(3,631)
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	4,934	5,731	798	42,960	40,117	(2,843)
PROMOTE PHYS ACTIVITY PROJECT	1,613	3,966	2,353	19,165	27,762	8,597
IMPROVE IMMUNIZATION PROJECT	3,710	5,460	1,750	31,084	38,219	7,136
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	11,680	11,278	(402)
POLYPHARM APP PHASE 2 PROJECT	4,645	10,266	5,622	27,175	71,863	44,688
GENIE PROJECT	39,922	39,939	17	211,053	279,572	68,520
PASSIVE AWARE PROJECT	38,898	32,214	(6,685)	172,021	249,208	77,186
MISCELLANEOUS	0	0	0	0	0	0
	95,391	99,187	3,796	515,138	718,020	202,882
TOTAL EXPENSES	103,849	102,916	(933)	554,855	748,955	194,099
NET EARNINGS (LOSS)	4,577	247	4,330	31,036	2,019	29,017

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
10/31/2022

ASSETS

CURRENT ASSETS

CASH	\$421,910
ACCOUNTS RECEIVABLE	1,355
TOTAL CURRENT ASSETS	<u>\$423,265</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$27,260
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,126</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,355
TOTAL CURRENT LIABILITIES	<u>\$1,355</u>

LONG TERM LIABILITIES

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

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

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	<u>\$456,771</u>

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,126</u></u>
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YCPDAT YORK COUNTY PROPERTIES
 INCOME STATEMENT
 7 MONTHS ENDING 10/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$632	\$632	(\$0)
INTEREST INCOME	1,355	233	1,122	6,108	1,633	4,474
TOTAL REVENUE	\$1,445	\$324	\$1,122	\$6,739	\$2,265	\$4,474
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES						
	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$1,445	\$292	\$1,153	\$6,421	\$2,045	\$4,377
BANK INTEREST & CHARGES	-	5	(5)	-	35	(35)
	\$1,445	\$297	\$1,148	\$6,421	\$2,080	\$4,342
TOTAL OPERATING EXPENSES	\$1,445	\$297	\$1,148	\$6,739	\$2,398	\$4,341
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$133)	\$133
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$133)	\$133

**YORK CARE CENTRE INC.
BALANCE SHEET
11/30/2022**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	2,090,062.59	1,695,564.76	394,497.83
CASH - RESTRICTED FUNDS	60,296.89	62,114.45	(1,817.56)
ACCOUNTS RECEIVABLE			
- RESIDENTS	30,674.69	25,752.35	4,922.34
- DEPT of SOCIAL DEVELOPMENT	75,050.00	347,977.00	(272,927.00)
- HST	33,135.14	39,681.65	(6,546.51)
- OTHER	80,109.14	71,155.08	8,954.06
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	315,206.15	377,283.79	(62,077.64)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,806,626.80</u>	<u>2,741,621.28</u>	65,005.52
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	17,995,960.71	18,218,383.66	(222,422.95)
TOTAL FIXED ASSETS	<u>17,995,960.71</u>	<u>18,218,383.66</u>	(222,422.95)
TOTAL ASSETS	<u><u>20,802,587.51</u></u>	<u><u>20,960,004.94</u></u>	(157,417.43)
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,272,015.20	3,200,883.25	71,131.95
DEFERRED REVENUE	75,468.44	79,635.11	(4,166.67)
TOTAL CURRENT	<u>3,347,483.64</u>	<u>3,280,518.36</u>	66,965.28
LONG TERM			
LONG TERM DEBT	15,242,902.42	15,423,543.23	(180,640.81)
DEFERRED CONTRIBUTIONS	1,861,405.52	1,886,449.99	(25,044.47)
TOTAL LIABILITIES	<u>17,104,307.94</u>	<u>17,309,993.22</u>	(205,685.28)
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	55,934.60	55,316.79	617.81
UNRESTRICTED	(327,006.08)	(326,731.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	621,867.41	640,907.65	(19,040.24)
TOTAL FUNDS	<u>350,795.93</u>	<u>369,493.36</u>	(18,697.43)
TOTAL LIABILITIES & FUNDS	<u><u>20,802,587.51</u></u>	<u><u>20,960,004.94</u></u>	(157,417.43)

**YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 11/30/2022**

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,905,072	\$1,905,072	\$0	
Non-Recurring Budget Amend	\$3,483	\$3,482	\$1	
Administration	\$30,375	\$21,537	\$8,838	
Care Services	\$9,468	\$13,872	-\$4,405	
Operations	\$28,469	\$27,314	\$1,155	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
TOTAL REVENUE	\$2,001,911	\$1,996,322	\$5,590	
OPERATING EXPENSES				
Administration	\$313,122	\$341,873	\$28,752	Salaries underspent by \$19, EI, CPP and WHSCC underspent by \$29,246, underexpend in pension/group health expense of \$10,548, underspent on bank chgs & bad debts by \$217, overspent in advertizing by \$300, overspent on office equip and supplies by \$326, underspent in prof'l fees & travel by \$6,023, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition \$1,049; overspent on minor equipment by \$684, overspent on education by \$17,155, plus other minor variances.
Care Services	\$849,180	\$895,768	\$46,588	Underexpend in salaries of \$53,546, overexpend in fall reduction, care supplies and meds \$11,377, overspent on incontinent supplies by \$4,459, underspent in minor equipment by \$8,422, overspent on recruitment by \$556, underspent on BG memory Lane Project by \$1,973, overspent in recreation supplies by \$1,487, underspent on pastoral supplies by \$161, plus other minor variances.
Operations	\$600,477	\$556,461	-\$44,017	Salaries overspent by \$2,803, food & thickeners overspent by \$13,440, dietary supplies overspent by \$39, laundry supplies & linen overspent by \$12,910, housekeeping supplies underspent by \$3,267, telephone & cable underpent by \$583, insurance overspent by \$775, maintenance underspent by \$1,670, heating fuel and electricity overspent by \$22,257, vehicle expenses underspent by \$925, minor equipment overspent by \$1,404, consulting fees overspent by \$2,169, computer supplies and support overspent by \$747, underspent re website & commun events \$10,401, GET Inspired comm overspent by \$3,097, overspent on recruitment \$186, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374	Under expend of \$1,374 due to timing of new year purchases
TOTAL EXPENSES	\$2,020,952	\$2,053,649	\$32,697	
NET SURPLUS (DEFICIT)	-\$19,040	-\$57,327	\$38,287	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
8 MONTHS ENDING 11/30/2022

Description	Actual	Actual	Budget	Variance	Year to Date	Forecast to	2022-23	Variance Budget
	Previous	Current	Current	Budget	Variance Analysis	Year End	Full Year	vs Forecast
	YTD	YTD	YTD	vs Actual	Budget vs Actual	31-Mar-23	Budget	Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$13,950,593	\$15,646,849	\$15,713,974	-\$67,125	537 Vacant bed days	\$23,265,887	\$23,334,262	-\$68,375
Non-recurring Budget Amendments	\$336,851	\$270,014	\$270,014	\$0		270,014	\$270,014	\$0
Administration	\$482,348	\$317,483	\$270,742	\$46,741		389,324	\$356,890	\$32,434
Care Services	\$70,492	\$83,949	\$110,979	-\$77,029		142,468	\$166,468	-\$24,000
Operations	\$183,971	\$220,308	\$218,512	\$1,797		327,768	\$327,768	\$0
Mortgage / Loan Payments	\$206,762	\$200,356	\$200,355	\$1		300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$15,231,017	\$16,738,960	\$16,784,576	-\$45,615		\$24,695,993	\$24,755,934	-\$59,941
OPERATING EXPENSES								
Administration	2,647,961	2,782,888	2,924,513	141,625	Salaries overspent by \$1,028, EI, CPP and WHSCC underspent by \$86,162, underexpend in pension/group health expense of \$11,660, underspent on uniform allow \$5,692, underspent on bank chgs & bad debts by \$1,755, underspent in advertizing by \$729, underspent on office equip and supplies by \$8,107, underspent in prof'l fees & travel by \$21,909, underspent on audit \$2,826, overspent on NBANH Fees \$7,916; underspent on staff & volunteer recognition \$6,984; overspent on minor equipment by \$437, underspent on education by \$7,052, plus other minor variances.	\$4,258,975	4,274,398	15,423
Care Services	6,348,659	6,893,401	7,289,129	395,727	Underexpend in salaries of \$374,916, underexpend in fall reduction, care supplies and meds \$6,724, overspent on incontinent supplies by \$5,874, underspent in minor equipment by \$7,621, overspent on recruitment by \$3,905, underspent on research by \$3,333, underspent on BG memory Lane Project by \$14,757, overspent in recreation supplies by \$2,636, underspent on pastoral supplies by \$1,290; plus other minor variances.	10,699,804	10,849,381	149,577
Operations	4,031,702	4,375,425	4,294,469	(80,957)	Salaries overspent by \$54,260, food & thickeners overspent by \$17,800, dietary supplies overspent by \$9,822, laundry supplies & linen overspent by \$20,319, housekeeping supplies underspent by \$25,909, telephone & cable overspent by \$15,750, insurance overspent by \$6,234, maintenance underspent by \$14,726, heating fuel and electricity underspent by \$28,521, vehicle expenses underspent by \$2,615, minor equipment overspent by \$13,682, consulting fees overspent by \$13,451, computer supplies and support overspent by \$13,378, underspent re website & commun events \$11,435, GET inspired comm underspent by \$2,907, overspent on recruitment \$2,375, plus other minor variances.	6,513,298	6,463,298	(50,000)
Mortgage / Loan Payments	2,067,262	2,065,378	2,076,373	10,995	Under expend of \$10,995 due to timing of new year purchases	3,125,310	3,114,560	(10,750)
TOTAL EXPENSES	\$15,095,584	\$16,117,093	\$16,584,483	\$467,390		\$24,597,387	\$24,701,638	\$104,251
NET SURPLUS (DEFICIT)	\$135,433	\$621,867	\$200,092	\$421,775		\$98,606	\$54,296	\$44,310
Less: Transfer to replacement reserve		2,200	0	(2,200)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$619,667	\$200,092	\$423,975		\$95,306	\$54,296	\$47,610

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
11/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	241,807	236,571	5,236
ACCOUNTS RECEIVABLE	25,739	15,407	10,331
HST RECEIVABLE	1,369	665	704
PREPAID EXPENSES	23,611	32,850	(9,240)
TOTAL CURRENT ASSETS	<u>292,526</u>	<u>285,494</u>	<u>7,032</u>
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	244,405	241,128	3,277
DEFERRED VACANCY SUBSIDY	43,080	42,942	138
TOTAL RESTRICTED CASH & DEPOSITS	<u>287,485</u>	<u>284,070</u>	<u>3,415</u>
FIXED ASSETS			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,116,121)	(4,100,907)	(15,214)
TOTAL FIXED ASSETS	<u>2,209,297</u>	<u>2,224,511</u>	<u>(15,214)</u>
TOTAL ASSETS	<u><u>2,789,307</u></u>	<u><u>2,794,074</u></u>	<u><u>(4,767)</u></u>
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	114,190	112,477	1,713
DEFERRED REVENUE	8,775	8,837	(62)
TOTAL CURRENT LIABILITIES	<u>122,965</u>	<u>121,314</u>	<u>1,651</u>
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,750,416	1,762,990	(12,574)
TOTAL LONG TERM LIABILITIES	<u>1,750,416</u>	<u>1,762,990</u>	<u>(12,574)</u>
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	5,668	5,835	(167)
TOTAL DEFERRED	<u>5,668</u>	<u>5,835</u>	<u>(167)</u>
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	244,405	241,128	3,277
VACANCY SUBSIDY RESERVE	43,080	42,942	138
EARNED SURPLUS	602,043	605,043	(3,000)
NET INCOME (LOSS) FOR PERIOD	20,730	14,822	5,907
TOTAL EQUITY	<u>910,258</u>	<u>903,935</u>	<u>6,322</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,789,307</u></u>	<u><u>2,794,074</u></u>	<u><u>(4,767)</u></u>

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
8 MONTHS ENDING 11/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	62,356	62,443	(87)	487,861	487,969	(108)
TENANT SUBSIDY	(1,868)	(2,996)	1,128	(20,733)	(23,964)	3,231
RENT SUPPLEMENT - SH	8,837	8,837	0	73,030	73,030	0
ADULT DAY PROGRAM FEES	5,275	10,745	(5,470)	9,320	45,654	(36,334)
WASHER & DRYER REVENUE	950	896	54	7,493	7,167	326
OTHER REVENUE	0	0	0	290	0	290
INTEREST INCOME	955	113	842	4,688	907	3,781
REVENUE - SD CARE HOURS	8,260	12,463	(4,203)	55,054	99,706	(44,652)
REVENUE - OTHER CARE HOURS	656	275	381	1,501	2,200	(699)
REVENUE - TENNANT SERVICES	20,057	18,994	1,063	145,658	151,955	(6,297)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	50,260	50,261	(2)
RECOVERY PROJECT WORKERS	0	0	0	0	3,600	(3,600)
MISCELLANEOUS INCOME	6,784	2,000	4,784	7,616	10,000	(2,384)
TOTAL REVENUE	118,545	120,054	(1,509)	822,038	908,484	(86,446)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	31,634	37,402	5,769	207,629	284,374	76,745
BENEFITS	3,765	4,418	653	21,148	32,949	11,801
TRAVEL EXPENSE	67	83	16	638	667	29
	35,466	41,904	6,438	229,415	317,990	88,575
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,870	5,783	913	34,797	41,710	6,912
	4,870	5,783	913	34,797	41,710	6,912
MAINTENANCE						
ELECTRICITY	6,404	6,295	(108)	53,372	50,363	(3,010)
ELEVATOR SERVICE / INSPECTION	376	358	(18)	3,698	2,862	(836)
GARBAGE REMOVAL	773	627	(145)	5,980	5,019	(962)
PEST CONTROL	204	215	11	1,633	1,717	84
ALARMS AND MONITORING	179	378	199	3,146	3,025	(122)
TENANT SPECIAL OCCASIONS	115	125	10	336	1,000	664
CABLE TV	23	49	26	178	392	214
INSURANCE	3,324	3,169	(155)	26,593	25,351	(1,242)
PHONE	166	399	233	1,230	3,191	1,961
PROPERTY TAXES	5,929	5,929	0	47,433	47,433	0
REPAIRS & MAINTENANCE	3,970	4,053	83	34,500	32,420	(2,080)
BUILDING EXPENSES - ADP	367	1,391	1,024	2,935	8,031	5,096
REPLACEMENT RESERVE - R&M	0	1,698	1,698	11,904	13,585	1,681
SECURITY	4,510	4,510	0	36,078	36,079	1
GROUPS MAINTENANCE	449	851	402	3,806	6,806	3,000
SUPPLIES EXPENSE	648	1,140	492	4,128	7,166	3,039
MINOR EQUIP & FURNISHING	1,127	619	(508)	6,054	4,620	(1,434)
WATER & SEWAGE	1,228	1,227	(0)	9,821	9,819	(3)
	29,790	33,032	3,242	252,826	258,876	6,050
ADMINISTRATION						
ADMINISTRATION CHARGES	13,637	14,119	483	107,545	111,922	4,378
BOARD EXPENSES	68	97	29	540	772	232
ADVERTISING	37	284	247	632	1,869	1,237
AUDIT EXPENSES	719	975	256	4,950	7,798	2,848
BANK INTEREST & CHARGES	122	25	(97)	1,588	197	(1,390)
LOAN INTEREST EXPENSE	5,007	3,941	(1,066)	32,594	31,528	(1,066)
MEMBERSHIP FEES / DUES	145	311	166	1,158	2,487	1,329
MISCELLANEOUS EXPENSE	541	236	(305)	4,574	1,558	(3,015)
PRINTING & OFFICE SUPPLIES	239	520	281	2,195	3,828	1,633
	20,514	20,508	(7)	155,776	161,961	6,184
CAPITAL						
DEPRECIATION	15,214	15,360	146	121,711	122,880	1,169
	15,214	15,360	146	121,711	122,880	1,169
TOTAL OPERATING EXPENSES	105,854	116,586	10,733	794,525	903,416	108,892
NET EARNINGS (LOSS) FOR PERIOD	12,691	3,468	9,223	27,514	5,068	22,446
LESS: TRANSFER TO						
REPLACEMENT RESERVE	1,531	/mth		18,373	/year	
REPLACEMENT RESERVE - SUPPORTIVE	862	/mth		10,342	/year	
VACANCY LOSS - SUPPORTIVE	265	/mth		3,186	/year	

Centre for Innovation and Research
BALANCE SHEET
11/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	458,210.13	473,334.03	(15,123.90)
ACCOUNTS RECEIVABLE	10,191.13	12,149.38	(1,958.25)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	9,844.14	7,194.21	2,649.93
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>478,245.40</u>	<u>492,677.62</u>	<u>(14,432.22)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(10,046.20)	(9,776.43)	(269.77)
	<u>6,140.17</u>	<u>6,409.94</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>484,385.57</u></u>	<u><u>499,087.56</u></u>	<u><u>(14,701.99)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	104,742.01	52,726.56	52,015.45
DUE TO YORK MANOR INC.	5,246.84	5,183.92	62.92
DUE TO YORK DEVELOPMENTS INC.	4,267.45	4,716.33	(448.88)
DEFERRED REVENUE	355,989.72	402,939.48	(46,949.76)
TOTAL CURRENT	<u>470,246.02</u>	<u>465,566.29</u>	<u>4,679.73</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	11,654.46	31,036.18	(19,381.72)
TOTAL FUNDS	<u>14,139.55</u>	<u>33,521.27</u>	<u>(19,381.72)</u>
TOTAL LIABILITIES & FUNDS	<u><u>484,385.57</u></u>	<u><u>499,087.56</u></u>	<u><u>(14,701.99)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
8 MONTHS ENDING 11/30/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	30,000	30,000	0
VR - REHAB PROJECT	3,538	5,731	(2,193)	46,498	45,848	650
PROMOTE PHYS ACTIVITY PROJECT	1,918	3,966	(2,048)	21,083	31,728	(10,645)
IMPROVE IMMUNIZATION PROJECT	3,810	5,460	(1,650)	34,894	43,679	(8,786)
PALLIATIVE CARE PROJECT	1,669	1,611	57	13,349	12,889	460
POLYPHARM APP PHASE 2 PROJECT	3,264	10,266	(7,002)	30,439	82,129	(51,690)
GENIE PROJECT	21,305	39,939	(18,634)	232,358	319,511	(87,154)
PASSIVE AWARE PROJECT	11,446	32,190	(20,744)	183,467	281,519	(98,052)
INTEREST INCOME	1,617	250	1,367	11,336	2,000	9,336
STUDENT FUNDING	0	0	0	9,985	4,833	5,152
SYMPOSIUM	17,170	0	17,170	40,470	0	40,470
OTHER INCOME	0	0	0	1,500	0	1,500
TOTAL UNRESTRICTED REVENUE	69,487	103,163	(33,676)	655,378	854,136	(198,758)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	41,187	69,003	27,817	389,308	552,027	162,719
SALARIES & BEN CHARGED TO PROJECT	(41,187)	(69,003)	(27,817)	(389,308)	(552,027)	(162,719)
PROJECT WORKERS EXPENSES	0	0	0	9,985	4,833	(5,152)
	0	0	0	9,985	4,833	(5,152)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	16,411	16,411	1
AUDIT EXPENSES	582	481	(102)	5,598	3,845	(1,753)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	2,158	1,011	(1,148)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	57	267	210	117	2,133	2,017
OFFICE SPACE COSTS	263	408	145	2,173	3,263	1,090
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	12	42	30	234	333	100
TRAVEL AND ACCOMODATION	0	33	33	0	267	267
MEALS AND ENTERTAINMENT	0	29	29	0	233	233
CONFERENCES AND TRAINING	0	125	125	1,500	1,000	(500)
MINOR EQUIPMENT	0	83	83	0	667	667
MISCELLANEOUS	0	83	83	879	667	(212)
SYMPOSIUM	38,684	0	(38,684)	42,582	0	(42,582)
	41,919	3,729	(38,190)	71,651	29,831	(41,821)
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	3,538	5,731	2,193	46,498	45,849	(650)
PROMOTE PHYS ACTIVITY PROJECT	1,918	3,966	2,048	21,083	31,728	10,645
IMPROVE IMMUNIZATION PROJECT	3,810	5,460	1,650	34,894	43,679	8,786
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	13,349	12,889	(460)
POLYPHARM APP PHASE 2 PROJECT	3,264	10,266	7,002	30,439	82,129	51,690
GENIE PROJECT	21,305	39,939	18,634	232,357	319,511	87,154
PASSIVE AWARE PROJECT	11,446	32,214	20,768	183,467	281,422	97,955
MISCELLANEOUS	0	0	0	0	0	0
	46,950	99,187	52,237	562,087	817,207	255,119
TOTAL EXPENSES	88,868	102,916	14,047	643,724	851,870	208,146
NET EARNINGS (LOSS)	(19,382)	247	(19,629)	11,654	2,266	9,388

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
11/30/2022

ASSETS

CURRENT ASSETS

CASH	\$423,472
ACCOUNTS RECEIVABLE	1,462
TOTAL CURRENT ASSETS	<u>\$424,934</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$25,697
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,233</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,462
TOTAL CURRENT LIABILITIES	<u>\$1,462</u>

LONG TERM LIABILITIES

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

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

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	<u>\$456,771</u>

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,233</u></u>
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
8 MONTHS ENDING 11/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$722	\$722	(\$0)
INTEREST INCOME	1,462	233	1,229	7,570	1,867	5,703
TOTAL REVENUE	\$1,552	\$324	\$1,229	\$8,291	\$2,589	\$5,703
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$1,552	\$292	\$1,260	\$7,973	\$2,337	\$5,637
BANK INTEREST & CHARGES	-	5	(5)	-	40	(40)
	\$1,552	\$297	\$1,255	\$7,973	\$2,377	\$5,597
TOTAL OPERATING EXPENSES	\$1,552	\$297	\$1,255	\$8,291	\$2,695	\$5,597
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$106)	\$106
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$106)	\$106

YORK CARE CENTRE INC.
BALANCE SHEET
12/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,869,674.30	2,090,062.59	(220,388.29)
CASH - RESTRICTED FUNDS	65,905.33	60,296.89	5,608.44
ACCOUNTS RECEIVABLE			
- RESIDENTS	35,585.04	30,674.69	4,910.35
- DEPT of SOCIAL DEVELOPMENT	63,078.00	75,050.00	(11,972.00)
- HST	52,418.76	33,135.14	19,283.62
- OTHER	80,748.11	80,109.14	638.97
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	240,207.81	315,206.15	(74,998.34)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,529,709.55</u>	<u>2,806,626.80</u>	<u>(276,917.25)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	17,787,245.33	17,995,960.71	(208,715.38)
TOTAL FIXED ASSETS	<u>17,787,245.33</u>	<u>17,995,960.71</u>	<u>(208,715.38)</u>
TOTAL ASSETS	<u><u>20,316,954.88</u></u>	<u><u>20,802,587.51</u></u>	<u><u>(485,632.63)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,067,574.28	3,272,015.20	(204,440.92)
DEFERRED REVENUE	71,301.77	75,468.44	(4,166.67)
TOTAL CURRENT	<u>3,138,876.05</u>	<u>3,347,483.64</u>	<u>(208,607.59)</u>
LONG TERM			
LONG TERM DEBT	15,062,261.61	15,242,902.42	(180,640.81)
DEFERRED CONTRIBUTIONS	1,836,361.05	1,861,405.52	(25,044.47)
TOTAL LIABILITIES	<u>16,898,622.66</u>	<u>17,104,307.94</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	62,580.08	55,934.60	6,645.48
UNRESTRICTED	(327,281.08)	(327,006.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	544,157.17	621,867.41	(77,710.24)
TOTAL FUNDS	<u>279,456.17</u>	<u>350,795.93</u>	<u>(71,339.76)</u>
TOTAL LIABILITIES & FUNDS	<u><u>20,316,954.88</u></u>	<u><u>20,802,587.51</u></u>	<u><u>(485,632.63)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 12/31/2022

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,900,947	\$1,905,072	-\$4,125	37 vacant bed days
Non-Recurring Budget Amend	\$9,940	\$9,940	\$0	
Administration	\$30,758	\$21,537	\$9,221	
Care Services	\$13,360	\$13,872	-\$512	
Operations	\$27,260	\$27,314	-\$54	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
TOTAL REVENUE	\$2,007,310	\$2,002,780	\$4,530	
OPERATING EXPENSES				
Administration	\$302,328	\$354,911	\$52,584	Salaries underspent by \$6,792, EI, CPP and WHSCC underspent by \$37,969, underspend in pension/group health expense of \$2,540, overspent on bank chgs & bad debts by \$912, overspent in advertizing by \$580, underspent on office equip and supplies by \$5,819, overspent in profll fees & travel by \$5,018, overexpend on NBANH Membership \$240; overspent on staff & volunteer recognition \$4,165; underspent on minor equipment by \$125, underspent on education by \$10,965, plus other minor variances.
Care Services	\$921,733	\$894,188	-\$27,545	Underexpend in salaries of \$43,809, overexpend in fall reduction, care supplies and meds \$19,391, overspent on incontinent supplies by \$4,143, overspent in minor equipment by \$48,422, overspent on recruitment by \$417, underspent on BG memory Lane Project by \$2,500, overspent in recreation supplies by \$2,058, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$602,787	\$548,457	-\$54,330	Salaries overspent by \$16,697, food & thickens overspent by \$6,195, dietary supplies overspent by \$9,037, laundry supplies & linen overspent by \$5,492, housekeeping supplies underspent by \$2,566, telephone & cable overerpent by \$364, insurance overspent by \$775, maintenance underspent by \$1,416, heating fuel and electricity overspent by \$20,682, vehicle expenses underspent by \$453, minor equipment overspent by \$2,773, consulting fees overspent by \$2,379, computer supplies and support overspent by \$4,253, underspent re website & commin events \$10,401, GET Inspired comm overspent by \$387, overspent on recruitment \$131, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374	Under expend of \$1,374 due to timing of new year purchases
TOTAL EXPENSES	\$2,085,020	\$2,057,104	-\$27,916	
NET SURPLUS (DEFICIT)	-\$77,710	-\$54,324	-\$23,386	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
9MONTHS ENDING 12/31/2022

Description	Actual	Actual	Budget	Variance	Year to Date		Forecast to	2022-23	Variance Budget
	Previous	Current	Current	Budget	Budget	Analysis	Year End	Full Year	vs Forecast
	YTD	YTD	YTD	vs Actual	Budget	Budget vs Actual	31-Mar-23	Budget	Year End
REVENUE AND RECOVERIES									
Operating Revenue	\$15,715,803	\$17,547,796	\$17,619,046	-\$71,250	606 Vacant bed days		\$23,263,012	\$23,334,262	-\$71,250
Non-recurring Budget Amendments	\$390,524	\$279,954	\$279,954	\$0			279,954	\$279,954	\$0
Administration	\$509,372	\$348,242	\$292,279	\$55,963			389,324	\$356,890	\$32,434
Care Services	\$81,162	\$97,310	\$124,851	-\$27,541			142,468	\$166,468	-\$24,000
Operations	\$207,614	\$247,568	\$245,826	\$1,742			327,768	\$327,768	\$0
Mortgage / Loan Payments	\$232,607	\$225,400	\$225,399	\$1			300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$17,137,083	\$18,746,270	\$18,787,355	-\$41,085			\$24,703,058	\$24,765,874	-\$62,816
OPERATING EXPENSES									
Administration	2,976,267	3,085,216	3,279,424	194,209	Salaries underspent by \$5,764; EI, CPP and WHSCC underspent by \$124,130, underexpend in pension/group health expense of \$14,201, underspent on uniform allow \$5,692, underspent on bank chgs & bad debts by \$843, underspent in advertizing by \$149, underspent on office equip and supplies by \$13,864, underspent in prof'l fees & travel by \$16,891, underspent on audit \$3,180, overspent on NBANH Fees \$8,156; underspent on staff & volunteer recognition \$1,753; overspent on minor equipment by \$312, underspent on education by \$18,017, plus other minor variances.		4,284,338	18,298	
Care Services	7,138,521	7,815,134	8,183,317	368,183	Underexpend in salaries of \$418,723, overexpend in fall reduction, care supplies and meds \$12,668, overspent on incontinence supplies by \$10,016, overspent in minor equipment by \$40,801, overspent on recruitment by \$4,322, underspent on research by \$3,750, underspent on BG memory lane Project by \$17,257, overspent in recreation supplies by \$4,695, underspent on pastoral supplies by \$1,450; plus other minor variances.		10,699,804	149,577	
Operations	4,563,495	4,978,212	4,842,926	(135,286)	Salaries overspent by \$70,959, food & thickeners overspent by \$23,995, dietary supplies overspent by \$18,818, laundry supplies & linen overspent by \$25,811, housekeeping supplies underspent by \$28,474, telephone & cable overspent by \$16,115, insurance overspent by \$7,009, maintenance underspent by \$15,567, heating fuel and electricity underspent by \$7,840, vehicle expenses underspent by \$3,069, minor equipment overspent by \$16,455, consulting fees overspent by \$15,830, computer supplies and support overspent by \$17,630, underspent re website & commun events \$21,837, GET Inspired comm underspent by \$2,519, overspent on recruitment \$2,443, plus other minor variances.		6,513,298	(50,000)	
Mortgage / Loan Payments	2,329,005	2,323,551	2,335,920	12,369	Under expend of \$12,369 due to timing of new year purchases		3,125,310	3,114,560	(10,750)
TOTAL EXPENSES	\$17,007,289	\$18,202,113	\$18,641,587	\$439,474			\$24,604,452	\$24,711,578	\$107,126
NET SURPLUS (DEFICIT)	\$129,794	\$544,157	\$145,768	\$398,389			\$98,606	\$54,296	\$44,310
Less: Transfer to replacement reserve		2,475	0	(2,475)			3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit	\$541,682	\$145,768	\$400,864				\$95,306	\$54,296	\$47,610

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
12/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	231,172	241,807	(10,635)
ACCOUNTS RECEIVABLE	25,279	32,523	(7,244)
HST RECEIVABLE	1,482	1,369	113
PREPAID EXPENSES	14,008	23,611	(9,602)
TOTAL CURRENT ASSETS	271,941	299,310	(27,369)
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	247,704	244,405	3,299
DEFERRED VACANCY SUBSIDY	43,228	43,080	149
TOTAL RESTRICTED CASH & DEPOSITS	290,933	287,485	3,448
FIXED ASSETS			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,131,335)	(4,116,121)	(15,214)
TOTAL FIXED ASSETS	2,194,083	2,209,297	(15,214)
TOTAL ASSETS	2,756,956	2,796,091	(39,135)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	105,983	114,190	(8,207)
DEFERRED REVENUE	8,730	8,775	(45)
TOTAL CURRENT LIABILITIES	114,713	122,965	(8,252)
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,713,688	1,750,416	(36,728)
TOTAL LONG TERM LIABILITIES	1,713,688	1,750,416	(36,728)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	5,502	5,668	(167)
TOTAL DEFERRED	5,502	5,668	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	246,703	244,405	2,298
VACANCY SUBSIDY RESERVE	43,228	43,080	149
EARNED SURPLUS	600,044	602,043	(1,999)
NET INCOME (LOSS) FOR PERIOD	33,077	27,514	5,564
TOTAL EQUITY	923,053	917,042	6,012
TOTAL LIABILITIES & FUND BALANCES	2,756,956	2,796,091	(39,135)

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
9 MONTHS ENDING 12/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	62,233	62,475	(242)	550,094	550,444	(350)
TENANT SUBSIDY	(1,868)	(2,996)	1,128	(22,601)	(26,960)	4,359
RENT SUPPLEMENT - SH	8,775	8,775	0	81,805	81,805	0
ADULT DAY PROGRAM FEES	5,253	8,699	(3,446)	14,573	54,352	(39,780)
WASHER & DRYER REVENUE	926	896	30	8,419	8,062	357
OTHER REVENUE	0	0	0	290	0	290
INTEREST INCOME	1,024	113	911	5,712	1,020	4,692
REVENUE - SD CARE HOURS	7,500	12,463	(4,963)	62,554	112,169	(49,615)
REVENUE - OTHER CARE HOURS	93	275	(182)	1,594	2,475	(881)
REVENUE - TENNANT SERVICES	20,057	18,994	1,063	165,715	170,950	(5,235)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	56,542	56,544	(2)
RECOVERY PROJECT WORKERS	0	0	0	0	3,600	(3,600)
MISCELLANEOUS INCOME	2,261	2,000	261	9,877	12,000	(2,123)
TOTAL REVENUE	112,536	117,978	(5,442)	934,575	1,026,462	(91,887)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	30,865	37,227	6,362	238,494	321,601	83,107
BENEFITS	3,859	4,385	526	25,007	37,334	12,327
TRAVEL EXPENSE	96	83	(13)	734	750	16
	34,820	41,695	6,875	264,234	359,685	95,450
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	5,161	5,552	391	39,958	47,261	7,303
	5,161	5,552	391	39,958	47,261	7,303
MAINTENANCE						
ELECTRICITY	6,369	6,295	(74)	59,741	56,658	(3,083)
ELEVATOR SERVICE / INSPECTION	376	358	(18)	4,074	3,220	(854)
GARBAGE REMOVAL	773	627	(145)	6,753	5,646	(1,107)
PEST CONTOL	204	215	11	1,837	1,932	95
ALARMS AND MONITORING	409	378	(31)	3,555	3,403	(153)
TENANT SPECIAL OCCASIONS	787	125	(662)	1,123	1,125	2
CABLE TV	0	49	49	178	441	263
INSURANCE	3,324	3,169	(155)	29,917	28,519	(1,397)
PHONE	168	399	230	1,398	3,589	2,191
PROPERTY TAXES	5,929	5,929	(0)	53,362	53,362	0
REPAIRS & MAINTENANCE	3,758	4,053	294	38,258	36,473	(1,785)
BUILDING EXPENSES - ADP	367	1,343	976	3,302	9,374	6,072
REPLACEMENT RESERVE - R&M	1,001	1,698	697	12,905	15,283	2,377
SECURITY	4,510	4,510	0	40,588	40,589	1
GROUNDS MAINTENANCE	636	851	214	4,443	7,657	3,214
SUPPLIES EXPENSE	654	1,041	386	4,782	8,207	3,425
MINOR EQUIP & FURNISHING	193	619	426	6,247	5,239	(1,008)
WATER & SEWAGE	1,228	1,227	(0)	11,049	11,046	(3)
	30,688	32,885	2,198	283,513	291,761	8,248
ADMINISTRATION						
ADMINISTRATION CHARGES	13,637	14,119	483	121,181	126,042	4,860
BOARD EXPENSES	68	97	29	608	869	261
ADVERTISING	89	284	194	722	2,153	1,431
AUDIT EXPENSES	719	975	256	5,669	8,773	3,104
BANK INTEREST & CHARGES	1,077	25	(1,052)	2,665	222	(2,443)
LOAN INTEREST EXPENSE	5,052	3,941	(1,111)	37,646	35,469	(2,177)
MEMBERSHIP FEES / DUES	145	311	166	1,303	2,798	1,495
MISCELLANEOUS EXPENSE	65	236	172	4,638	1,795	(2,844)
PRINTING & OFFICE SUPPLIES	239	520	281	2,435	4,348	1,914
	21,091	20,508	(583)	176,867	182,468	5,601
CAPITAL						
DEPRECIATION	15,214	15,360	146	136,925	138,240	1,315
	15,214	15,360	146	136,925	138,240	1,315
TOTAL OPERATING EXPENSES	106,973	115,999	9,027	901,497	1,019,416	117,918
NET EARNINGS (LOSS) FOR PERIOD	5,564	1,979	3,585	33,077	7,047	26,031
LESS: TRANSFER TO						
REPLACEMENT RESERVE	1,531	/mth		18,373	/year	
REPLACEMENT RESERVE - SUPPORTIVE	862	/mth		10,342	/year	
VACANCY LOSS - SUPPORTIVE	265	/mth		3,186	/year	

Centre for Innovation and Research
BALANCE SHEET
12/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	382,804.90	458,210.13	(75,405.23)
ACCOUNTS RECEIVABLE	4,577.38	10,191.13	(5,613.75)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	9,920.69	9,844.14	76.55
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>397,302.97</u>	<u>478,245.40</u>	<u>(80,942.43)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(10,315.97)	(10,046.20)	(269.77)
	<u>5,870.40</u>	<u>6,140.17</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>403,173.37</u></u>	<u><u>484,385.57</u></u>	<u><u>(81,212.20)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	64,868.05	104,742.01	(39,873.96)
DUE TO YORK MANOR INC.	5,283.92	5,246.84	37.08
DUE TO YORK DEVELOPMENTS INC.	1,230.24	4,267.45	(3,037.21)
DEFERRED REVENUE	315,067.37	355,989.72	(40,922.35)
TOTAL CURRENT	<u>386,449.58</u>	<u>470,246.02</u>	<u>(83,796.44)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	14,238.70	11,654.46	2,584.24
TOTAL FUNDS	<u>16,723.79</u>	<u>14,139.55</u>	<u>2,584.24</u>
TOTAL LIABILITIES & FUNDS	<u><u>403,173.37</u></u>	<u><u>484,385.57</u></u>	<u><u>(81,212.20)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
9 MONTHS ENDING 12/31/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	33,750	33,750	0
VR - REHAB PROJECT	2,374	5,731	(3,357)	48,873	51,580	(2,707)
PROMOTE PHYS ACTIVITY PROJECT	1,411	3,966	(2,555)	22,494	35,694	(13,200)
IMPROVE IMMUNIZATION PROJECT	3,793	5,460	(1,667)	38,687	49,139	(10,453)
PALLIATIVE CARE PROJECT	1,669	1,611	57	15,017	14,500	517
POLYPHARM APP PHASE 2 PROJECT	2,881	10,266	(7,385)	33,320	92,395	(59,075)
GENIE PROJECT	18,506	39,939	(21,433)	250,864	359,450	(108,586)
PASSIVE AWARE PROJECT	10,288	32,190	(21,902)	193,755	313,708	(119,953)
INTEREST INCOME	1,677	250	1,427	13,013	2,250	10,763
STUDENT FUNDING	0	0	0	9,985	4,833	5,152
SYMPOSIUM	0	0	0	40,470	0	40,470
OTHER INCOME	0	0	0	1,500	0	1,500
TOTAL UNRESTRICTED REVENUE	46,349	103,163	(56,814)	701,728	957,299	(255,572)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	35,752	69,003	33,251	425,060	621,031	195,971
SALARIES & BEN CHARGED TO PROJECT	(35,752)	(69,003)	(33,251)	(425,060)	(621,031)	(195,971)
PROJECT WORKERS EXPENSES	0	0	0	9,985	4,833	(5,152)
	0	0	0	9,985	4,833	(5,152)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	18,462	18,463	1
AUDIT EXPENSES	582	481	(102)	6,181	4,326	(1,855)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	2,428	1,137	(1,291)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	0	267	267	117	2,400	2,284
OFFICE SPACE COSTS	348	408	60	2,521	3,671	1,151
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	234	375	141
TRAVEL AND ACCOMODATION	0	33	33	0	300	300
MEALS AND ENTERTAINMENT	0	29	29	0	263	263
CONFERENCES AND TRAINING	0	125	125	1,500	1,125	(375)
MINOR EQUIPMENT	0	83	83	0	750	750
MISCELLANEOUS	0	83	83	879	750	(129)
SYMPOSIUM	(408)	0	408	42,174	0	(42,174)
	2,843	3,729	886	74,494	33,559	(40,935)
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	2,374	5,731	3,357	48,873	51,580	2,707
PROMOTE PHYS ACTIVITY PROJECT	1,411	3,966	2,555	22,494	35,694	13,200
IMPROVE IMMUNIZATION PROJECT	3,793	5,460	1,667	38,687	49,139	10,452
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	15,017	14,500	(517)
POLYPHARM APP PHASE 2 PROJECT	2,881	10,266	7,385	33,320	92,395	59,075
GENIE PROJECT	18,506	39,939	21,433	250,864	359,450	108,587
PASSIVE AWARE PROJECT	10,288	32,214	21,926	193,755	313,635	119,880
MISCELLANEOUS	0	0	0	0	0	0
	40,922	99,187	58,265	603,010	916,394	313,384
TOTAL EXPENSES	43,765	102,916	59,151	687,489	954,786	267,297
NET EARNINGS (LOSS)	2,584	247	2,337	14,239	2,513	11,725

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
12/31/2022

ASSETS

CURRENT ASSETS

CASH	\$449,246
ACCOUNTS RECEIVABLE	1,756
TOTAL CURRENT ASSETS	<u>\$451,002</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,603</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,832
TOTAL CURRENT LIABILITIES	<u>\$1,832</u>

LONG TERM LIABILITIES

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

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

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	<u>\$456,771</u>

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,603</u></u>
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
9 MONTHS ENDING 12/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$154	\$90	\$64	\$876	\$812	\$64
INTEREST INCOME	1,756	233	1,523	9,326	2,100	7,226
TOTAL REVENUE	\$1,911	\$324	\$1,587	\$10,202	\$2,912	\$7,290
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$1,911	\$292	\$1,619	\$9,884	\$2,629	\$7,255
BANK INTEREST & CHARGES	-	5	(5)	-	45	(45)
	\$1,911	\$297	\$1,614	\$9,884	\$2,674	\$7,210
TOTAL OPERATING EXPENSES	\$1,911	\$297	\$1,614	\$10,202	\$2,992	\$7,210
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$80)	\$80
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$80)	\$80

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: November 30, 2009
Title: GLOBAL GOVERNANCE PROCESS	Page: 1 of 1
Approved by: <i>Board of Directors</i>	Gov-G-140
Date Reviewed/Revised: 11/16; 01/23	

The Board shall set policy to see that York Care Center meets its objectives and obligations under its enabling legislation and by-laws, and its Board approved mission, vision and values.

YORK CARE CENTRE
Corporate Governance Policy

Type : Governance Process	Date Issued: May 2014
Title: York Care Foundation Representative	Page: 1 of 1
Approved By: Board of Directors	Gov-N-261
Date Reviewed / Revised: 11/16; 3/18; 01/23	

POLICY:

The York Care Foundation Inc. is responsible for all active fundraising on behalf of York Care Centre. From time to time, special committees may be empowered by the York Care Foundation with the task of fundraising for specific purposes

One member from each of York Care Centre and York Care Foundation Board of Directors will sit on the opposite Board of Directors. These members will not be eligible to hold a position of Officer, Committee Chair and or member of the Executive Committee on the opposite Board.

The York Care Centre Board of Directors designates its Past Chair as its representative on the Board of York Care Foundation Inc. In the cases where the position is vacant or when the Past Chair cannot assume such responsibilities the Board will appoint a representative from within its membership.

A position within the membership of the York Care Centre Board will be reserved for a representative from the York Care Foundation Board. The York Care Foundation Board will recommend to the York Care Centre Board the member from its Board that it wishes to have appointed to this position.

Prior to September of each year, the President and Chief Executive Officer will provide the Finance and Administration Committee with a list of potential York Care Centre capital and/or program projects which could benefit from funding by the York Care Foundation. The Finance and Administration Committee will review the list and make a recommendation to the York Care Centre Board for presentation to the York Care Foundation Board.

The Treasurer for York Care Centre will keep York Care Foundation updated on the financial requirements and needs of York Care Centre.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: March 2005
Title: Resolution Book	Page: 1 of 1
Approved by: Board of Directors	Gov-R-275
Date Reviewed/Revised: 11/16, 01/23	

Policy:

A Resolution Book, containing all the resolutions approved by the Board of Directors, listed and numbered by year from 1984 onwards, will be maintained and accessible.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: November 30, 2009
Title: BOARD RESPONSIBILITY	Page: 1 of 1
Approved by: Board of Directors	Gov-B-110
Date Reviewed/Revised: 11/16 01/23	

1. The Board shall produce written governing policies that, at the broadest levels, address each category of organizational decisions.
 - a. Ends: Organizational products, effects, benefits, outcomes, recipients, and their cost or relative worth (what good, for which recipients, at what cost).
 - b. Executive Limitations: Constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
 - c. Governance Process: Specification of how the Board conceives, carries out, and monitors its own tasks.
 - d. Board-President & CEO Linkage: How responsibility is delegated and its proper use monitored; the President & CEO role, authority and accountability.
2. The Board shall hire the President & CEO. The Board shall give direction to and monitor President & CEO performance for adherence to established and approved policies.
3. The Board shall deal with and make decisions regarding activities and assets that exceed executive limitations as outlined in the board's policies.
4. The Board shall bring a recommendation regarding the appointment of the external auditors to the annual meeting of the members of the corporation. The auditors shall be appointed at the annual meeting of the members. The Board shall ensure there is an internal audit plan in place. The Board shall set fees for the audit, define the audit management plan, and approve the annual financial statements of the Corporation.
5. The Board shall approve, prior to implementation, all strategic plans and business plans as well as all operating and capital budgets.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: November 30, 2009
Title: GOVERNING STYLE	Page: 1 of 1
Approved by: Board of Directors	#: Gov-G-145
Date Reviewed/Revised: 11/16	

The Board shall govern with an emphasis on (1) outward and forward vision (2) active participation of directors and encouragement of diversity in viewpoints, (3) strategic leadership (4) the importance of policy direction by the Board and operating and management decisions by the President & CEO, and (5) pro activity.

Accordingly:

1. The Board shall cultivate a sense of group responsibility. The Board shall be responsible for excellence in governing. The Board shall solicit advice from internal and external expertise and be the initiator of policy. The Board shall use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board shall not allow an officer, individual, or a committee of the Board to hinder or be an excuse for not fulfilling a Board commitment.
2. The Board shall direct, control, and inspire York Care Center through the careful establishment of By-Laws and broad written policies reflecting the Board's values and perspectives about "ends" to be achieved and "means to be avoided". The Board's major policy focus shall be on medium and long-term results for each of the intended objectives of York Care Center. The By-Laws and policies herein referenced shall be reviewed every 5 years.
3. The Board shall enforce upon itself whatever discipline is needed to govern with excellence. Discipline shall apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual Board development shall include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement. The Board shall, wherever possible, follow its Guidelines for Good Governance.
4. The Board shall monitor and discuss the Board's process and performance annually. Self-monitoring shall include comparison of Board activity and discipline to policies in the Governance Process and Board-President & CEO Linkage.
5. The Board shall follow an "Open Door Policy" for Board/Committee members and staff (paid employees & volunteers) of the corporation. Any Board/Committee member or staff of York Care Center who has concerns about conditions, procedures, policies or actions taken by the corporation, its Board/Committee members or staff which in the opinion of the Board/Committee member or staff violates the letter or spirit of Board or corporate policies has an obligation and a right to bring these concerns, without retribution, to the attention of their immediate supervisor, President/CEO, Chair or Secretary of the Board depending on the situation. Any matter brought to the attention of a supervisor or President/CEO which is not resolved is to be brought to the attention of the Chair or Secretary of the Board for resolution which may include a request to meet with the Board.



Report to the Board

President & Chief Executive Officer

For the period: November 23 – February 10, 2023

Prepared By:

Gerri Geldart, President & Chief Executive Officer
Presented on February 13, 2023

1.0 STRATEGIC PLAN AND OPERATIONAL GOALS

1.1 STRATEGIC PLAN – ANNUAL OPERATING GOALS

- The operational goals, metrics and timelines for 22/23 have been established. Progress on specific goals is reported at the quarterly board committee meetings and included in the supporting staff reports.
- A full progress report for Quarter 3 is attached to this report. ***Of the 16 objectives that have a Quarter 3 target completion date, nine have been completed, five are falling behind and two have not yet started.***
- Our Key Performance Indicator dashboard is also attached.

Annual Strategic Scorecard		2019 / 2020	2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024
Care Services	Target (goals)	5	3	3	8	
	Avg % Progress	93%	64%	59%	38%	
Resources	Target (goals)	10	4	3	9	
	Avg % Progress	68%	70%	10%	44%	
Environment	Target (goals)	10	2	3	5	
	Avg % Progress	74%	55%	47%	40%	
Partnerships	Target (goals)	7	3	3	8	
	Avg % Progress	100%	67%	42%	50%	
Research	Target (goals)	8	2	3	5	
	Avg % Progress	94%	100%	42%	60%	

Year End Target (# of goals)	40	14	15	35
% of Annual Goals Achieved	86%	71%	40%	46%
Target for Quarter 1, 2&3				71%

2.0 CARE SERVICES

2.1 CURRENT PANDEMIC STATUS & HIGHLIGHTS

- Covid continues to be present in our community and in our facility.
- During Quarter 3, 26 contracted the virus. One death was attributed to COVID.
- There were only 44 days in outbreak status in the second quarter compared to 52 in quarter 2 and 178 in Quarter 1.
- 79% of our residents are fully vaccinated for COVID. Some residents were not able to be vaccinated until their post-COVID waiting period was complete. Unfortunately, we are seeing less willingness on the part of family members to provide consent for boosters.
- Staff absenteeism due to COVID has been declining over recent months but the incidence of respiratory illness was significant in the late fall. As a result, our absenteeism increased to 17.28 days per FTE (standardized) from 16.18 days in Quarter 2.
- Grievances for the 5 unvaccinated employees who have not yet returned to work were referred to arbitration. A mediation process was agreed to by both parties. Settlement agreements were reached with three of the grievors. We will take the final two cases to arbitration in March.

2.2 ADULT DAY PROGRAM

- The Adult Day Program re-opened in mid-September. Initially operating only three days per week, demand has increased to a level sufficient to warrant operating five days per week. Unfortunately, we have not been able to recruit to the vacant Activity Aide position. Recruitment efforts continue.

2.3 NURSING HOME INSPECTION

- We now have a modified operating license as we were unable to resolve the one remaining area of non-compliance due to the ongoing shortage of staff. [Reg.85-187 s.18(c)] “In addition to the registered nurse referred to in Reg.85-187 s. 18(a), care staff is in attendance at all times in appropriate ratios. “

2.4 KNOWLEDGE EXCHANGE WITH DENMARK

- This project is now in the research phase of the project, with UNB and UdeM analysing the forces on the body associated with various lifting and transfer techniques. Justine Henry is our primary contact at this stage.
- When the product has received CSA approval, we will conduct “user-acceptability” testing. Both elements will contribute to any decision regarding formal introduction of the technology to our model of care.

3.0 PEOPLE AND CULTURE

3.1 RECRUITMENT

- We are active partners in the provincial government’s recruitment / immigration efforts. Shelley Kenny and Jamie Roy will travel to the Philippines in mid-February to interview a number of candidates who have been identified by either Opportunities NB (Immigration) or StaffHouse (a recruiting agency). We are hoping to recruit 11 candidates through this process and to identify several more who could be hired in the future as needs are identified.
- A Resident Training Program is currently underway. The team have found it more difficult to identify suitable candidates for this program. The holiday season may have been a factor, but other issues (lack of a competitive salary and demographics) are making it more difficult to attract people to this opportunity. This trend supports our participation in international recruitment.

3.2 STAFF ENGAGEMENT

- Retaining our staff is even more important than recruiting new staff. The Senior Team have started work on a Staff Engagement Framework. We hope to bring that to the board in the spring.

4.0 FACILITIES AND INFRASTRUCTURE

4.1 ROOFING REPAIRS

- We are still waiting for approval to proceed with roofing repairs. So far, no major incidents while we wait.

4.2 CYBERSECURITY

- We are investigating the possibility of engaging consultants to assist us with a cyber threat assessment and the development of a threat response plan. Initial discussions with one firm resulted in a fairly expensive quote. We will engage with our current IT providers (Brunnet and Dramis) to determine if, collaboratively, we can identify our key risks and develop an incident response plan.
- We are also investigating the cost associated with cyber incident insurance through our current insurance provider.

4.3 HOUSING OPPORTUNITIES AND IMPLICATIONS FOR YORK DEVELOPMENTS INC. BYLAWS

- The Finance and Administration Committee was briefed on recent discussions which have been held with the Department of Social Development, exploring opportunities for YDI to benefit from low-income housing subsidies. DSD has encouraged us to apply to have “operating agreements” reinstated for our independent apartment buildings. These agreements could potentially assist with renovations / upgrades but also ensure that we continue to benefit from the Non-Profit Provincial Tax Exemption for Low Rental Housing Accommodation Program.
- A condition of the operating agreement is ensuring that, in the event of the dissolution of the corporation (York Developments Inc.), the assets would be disposed to “a non-profit housing organization”. Our current bylaws simply state that the assets would be disposed to a charitable organization. If acceptable to the board, we will begin the process of modifying the bylaws with the Governance and Audit Committee’s oversight.

5.0 OTHER ITEMS

5.1 FUNDING

- No new government funding announcements since our last meeting.
- We were successful in our application to Healthcare Excellence Canada for a \$10,000 grant to support the development of our Advanced Caregiver Program.
- We were not successful with our application to the City of Fredericton Community Funding Grant for funding to purchase a Tovertafel table for the Adult Day Program. The reason provided was “does not fall under the City’s mandate”.
- We are waiting for a response from the Government of Canada – Small Project Component of the Enabling Accessibility Fund - \$12,000 for a wheelchair accessible swing to be installed on YCC grounds.
- We have submitted a new grant application to the City of Fredericton as part of the Celebrating the 175th birthday of the City. The funds will be used to support our Old Time Country Day and a commemorative sign recognizing the original site of the Fredericton Municipal Home.

5.2 FAMILY ADVOCACY COMMITTEE

- The Family Advocacy Committee met in early February. Senior staff will facilitate these sessions for the next few months. This will give the group time to determine if a family member would like to take on a leadership role with this group.
- Concerns from the group included the lack of access to the facility van due to the lack of volunteer drivers, use of plastic cutlery, email contact lists are not being kept up-to-date, and inadequate welcome/orientation for new residents and their families. Senior leaders have been informed.

5.3 DEPARTMENT OF SOCIAL DEVELOPMENT

- We have received a response to our proposal for participation in the Nursing Home Without Walls Program.
- Recent communication from the department advised of a change in the nursing home standards. This change now requires that all direct care staff be certified in First Aid. This certification entails two days of training by an approved trainer. Nursing homes have raised concerns regarding this change. Given that all homes have registered nurses on-site, it does not seem necessary to have all direct care staff certified. WorksafeNB does not require nursing home to have all staff certified for this very reason. Other concerns include

the cost of training - unfunded. Finding approved trainers is not easy. This will increase our staffing challenges. There is some hope that this decision may be reversed.

5.4 NEW BRUNSWICK NURSING HOME ASSOCIATION

- Negotiations with CUPE are underway. Jamie Roy is part of the negotiating team.
- A letter to the Nursing Home Association from the Department of Social Development regarding coverage for liability which might arise as a result of a COVID outbreak was circulated to all homes, with a request to share with all board members (included in the Board meeting package).
- Our current insurance provider does not provide liability coverage for this peril. The letter from DSD provides a detailed description of the coverage and conditions which will be offered by government.
- NBANH advised nursing homes that competition for LPNs may become more challenging as those who are working for the health authorities, and in a different union, are once again being paid significantly more than those who work in nursing homes. We have been asked to advise NBANH if we see LPN resignations as a result of the pay differential.

Respectfully Submitted
Geri Geldart
February 8, 2023



Operating Plan 2022-23

Q3 Status Report



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

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

Key Results			
<p>A. Improved resident / client quality of life B. Improve resident / client and family satisfaction C. Increase participation in outreach programs D. Ensure residents / client are satisfied with programs and services E. Met or exceed standards, licensing requirements and key performance indicators. F. Increase the number of activities available.</p>			
Strategic Goal	Operational Goal	Metric	Progress
1. To provide exceptional, person and family centred care and services through evidenced- based delivery models	<p>a. Improvements in Dietary services to include meal quality, menu options, efficiency and reduce food waste. (Boyer/Roy)</p> <p>b. To create and implement Bedside Audits to measure quality of care for residents (Roy)</p> <p>c. To establish a “Cautious Re-opening Plan” respectful of Public Health Guidelines which increases the number of in-person events and activities while managing outbreak risk and resident safety. (Roy)</p> <p>d. Participate in NBCCSA product trial of “Vendlet” Resident Positioning technology (Roy/Henry)</p> <p>e. Review Senior’s Advocate report to determine if YCC policy changes are required (Geldart/Roy)</p>	<ul style="list-style-type: none"> Review of current practices and taste testing by September 30, 2022. Improvements implemented by Mar 31st. To achieve 90% on the audits on all units by March 31, 2023. Plan to be developed by June 1st which will address visitation, volunteers, activity program, use of Friendship Centre, Dave’s Café, Family Advisory Council, etc. Product trial to be initiated in 2023. Recommendations to be presented to Care Services Committee by Oct 2022. 	<p><u>ON TRACK</u> – Taste testing underway.</p> <p><u>FALLING BEHIND</u> - Not to complete sufficient number of audits. More work to be done in Q4</p> <p><u>COMPLETE</u></p> <p><u>ON TRACK</u> – participating in planning sessions with NBCCSA, UNB & UdeM</p> <p><u>COMPLETE</u></p>
2. To develop and implement a community outreach program	a. Re-open & rebuild Adult Day Program (Roy)	<ul style="list-style-type: none"> To have program operational by July 31st, 2022 at 60% capacity & 90% capacity by Dec 31st, 2022 	FALLING BEHIND - Program re-opened in Sept 2022. Sufficient demand to run full time but staffing has been a challenge.
3. To enhance resident/client focused activity programs	<p>a. Re-build the entertainment program (Roy)</p> <p>b. Re-build the recreation programs (Roy)</p>	<ul style="list-style-type: none"> Increase by 2 entertainers by Oct 31st Re-instate the following programs by Dec 31st - Hymn Sing, Art Therapy, Men’s program, Outings, Drum Fit 	<p><u>COMPLETE</u></p> <p><u>FALLING BEHIND</u></p>

Pillar 2: Resources – People, Financial, Technological

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

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

Pillar 3: Environment – Building, Grounds and Equipment.

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

Key Results			
<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	Metric	Progress
1. To maintain the internal / external surroundings of all our residential facilities at a “near new” state.	a. Develop and implement an organizational-wide program based on Reduce, Reuse, Recycle. (Boyer)	<ul style="list-style-type: none"> Identify areas of concern along with action plans by December 31st. Implement 50% of plans by March 31st. 	<u>ON TRACK</u> – developing plans to reduce &/or eliminate single-use plastic products
2. To ensure a safe and secure environment for residents, clients and staff.	a. Develop a walkway around YCC facility.(Boyer)	<ul style="list-style-type: none"> Work with City of Fredericton to have a sidewalk installed on the YCC side of Sunset Drive with 60% completion by Nov 2022. 	<u>COMPLETE</u>
	b. Paving of Fire Road. (Boyer)	<ul style="list-style-type: none"> Completion by Oct 31, 2022 	<u>COMPLETE</u>
	c. Update the Disaster and Emergency Response Plan (Boyer)	<ul style="list-style-type: none"> Completion by Sept 30, 2022 New deadline of June 30, 2023. 	<u>FALLING BEHIND</u> Edits underway. Resuming the Disaster and Emergency Response Committee.
3. To implement initiatives that support or enhance options for senior’s living			Discussions launched with DSD to identify new funding opportunities. New options will be reviewed as part of Strategic Plan Refresh in Sept 2022

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

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

Key Results			
<p>A. Increase volume and effectiveness of partnerships.</p> <p>B. Increase in number of volunteers, volunteer hours and programs.</p> <p>C. Residents, clients and families needs and preferences are met through partnerships.</p> <p>D. Improve communication with all stakeholders and partners.</p> <p>E. Increase marketing initiatives that promote YCCs profile in the community.</p>			
Strategic Goal	Operational Goal	Metric	Progress
1. To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).	<p>a. Support YCF to develop a capital campaign focused on a specific project (community tub room, resident “home doors”) (Geldart)</p> <p>b. Establish a formal communication plan for YCC, including internal and external audiences. (Geldart)</p> <p>c. Establish a marketing plan for the Adult Day Program to support recruitment target. (Kenny/Roy)</p> <p>d. Complete the Memory Lane project and hold recognition event (Roy/Boyer)</p> <p>e. Conduct a review / refresh of the YCC Strategic Plan</p>	<ul style="list-style-type: none"> List of potential projects developed before Oct 31, 2022 Communication plan developed and approved by Dec 31, 2022 Marketing plan developed by June 15th. Date to be determined. Completed by Feb 2023 – New deadline of June 30, 2023 	<p><u>FALLING BEHIND</u> – new project list to be presented to Finance and Admin Committee and the Board in March for YCF consideration in April.</p> <p><u>NOT STARTED</u> New communications coordinator will start in March.</p> <p>COMPLETE</p> <p>COMPLETE</p> <p><u>ON TRACK</u></p>
2. To increase YCCs leadership position in the community by improving the level and the volume of effective partnerships.	a. CEO to make connections with key community and government leaders to prepare for Strategic Plan refresh – objective to identify opportunity for partnerships. (Geldart)	<ul style="list-style-type: none"> Complete by Sept 15, 2022 New deadline of June 31, 2023 	<u>FALLING BEHIND.</u> – Connections made with NBANH, DSD, Chalmers Foundation, CAN Health Network, UNB- Nursing, UNB-Kinesiology, NBCCSafety Association, City of Fredericton
3. To increase volunteer participation.	<p>a. To review the registered volunteer list and re-build the program. (Roy)</p> <p>b. Restart the Junior Volunteer Program (Roy)</p>	<ul style="list-style-type: none"> Increase recruitment by 10% by Sept 30& 20% by Dec 31 10 JV’s actively participating by August 2022. 	<p>COMPLETE</p> <p>COMPLETE</p>

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

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

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

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

Quality of Life - Resident Survey

We expect the 2022 data in March

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

Family Survey - International

We expect the 2022 data in March

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

Quality of Care

New - targets set for most KPIs

	Q1 22/23	Q2 22/23	Target	Progr/Rank
Antipsychotics without Dx of psychosis (%)	21	16	18	↑
Residents with Pain (% of residents)	7	5	5	↑
Residents with Worsened Pain (%)	13	11	10	↑
Behavioral Symptoms Improved	9	10	10	↑
Behavioral Symptoms Worsened	9	12	9	↓
Symptoms of Depression Worsened	17	21	18	↓
Falls in last 30 days (% of residents)	22	18	20	↑
Falls with injury in last 30 days-as % of those who fell	17	N/A	TBD	
Respiratory Infections (%)	11	N/A	TBD	
New Pressure Ulcer	7	2	3	↑
Pressure Ulcer Worsened	7	3	3	↑
Physical Restraints (%)	14	19	17	↓
Hospitalizations (%)	4	6	3	↓

COVID - Days on Outbreak Status	52	44	0	↑
COVID - % Residents Fully Vaccinated	93	79	98	↓

Dashboard Updated on 01 February, 2023 by Geri Geldart

Resident & Family Survey - YCC

Expect to survey in Spring 2023

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

Quality of Worklife

Expect to survey in Spring 2023

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

Human Resource Indicators

	Q1 22/23	Q2 22/23	Target	Progress
Care hrs short per day	84	77	0	↑
RN hrs actual to standard (%) in quarter	77%	96%	100%	↑
Retention Rate -12 month look-back	73%	70%	85%	↓
Vacancy Rate - not yet available	N/A	N/A		↔
Resignations within first year of employment	9	7	< 5	↑
Sick time / 1957 paid hours (standardized)	16.2	17.3	17	↓
Overtime % of Pd Hrs in quarter	5.3%	5.9%	< 4%	↓

Financial & Support Indicators

	Q1 22/23	Q2 22/23	Target
YCC YTD Expense Budget to Act Variance	\$ 341,135	\$ 439,474	Not set
YCC YTD Net Surplus(Deficit)	\$ 584,631	\$ 398,389	Not set
YC Foundation - Net Profit YTD	\$ 19,318	\$ 29,623	\$ 26,267
			↑
YTD Vacant Bed Day Penalty	\$ 4,375	\$ 5,875	\$ 1,500
YTD Food Cost per Resident Day	\$ 9.73	\$ 11.00	Not set
Recyclables diverted from landfill (Kgs)	280	895	Not set
			↑

Operating Plan

	Q1 22/23	Q2 22/23	Q2 Target	Progress
% Objectives achieved	31%	46%	6%	↑
% Objectives Falling Behind	11%	26%	0%	↓



Report from the YCF Board Chair to the YCC Board of Directors February 13, 2023

1. Financials

- The YCF continues to operate with a positive balance. The Foundation ended the year with a positive balance of \$ 29,623 which is \$3606 better than plan.

2. Laugh For Care Dinner

- The Laugh For Care Dinner finished with a \$6,666 profit.
- Plans are underway for the 2023 event which will be held on October 28th.

3. Bingo is back.

- This is a very popular program offered by Foundation volunteers. Strong participation from residents and families as well as tenants from Hawkins and the independent apartments.
- This activity has not yet reported a profit due to the need to establish a reserve fund the in the event of a jackpot pay-out.

4. Christmas Wreaths

- The wreath program raised \$1785.
- We were challenged this year to find a strong supply of wreaths. The suppliers price increased but we kept our sale price the same as previous years.

5. 2023

- Dates and venues have been booked for the golf and dinner events in 2023. The Golf Tournament is booked for June 8, 2023 and the Dinner is booked for October 28, 2023.
- In the new year we will focus on establishing a development strategy. The Foundation Board is waiting for management to provide a list of possible projects.

Respectfully submitted

Hector Losier.

December 20, 2022

Julie Weir
New Brunswick Association of Nursing Homes Inc.
206 -1133 Regent St.
Fredericton, NB
E3B 3Z2

Dear Ms. Weir:

In light of the ongoing concerns of non-profit nursing homes in the province related to insurance companies excluding coverage pertaining to loss, damage, liability, claim, cost or any other expense that is directly or indirectly a result of a contagious disease, the Department of Social Development will be providing support, as needed, to mitigate risk faced by non-profit nursing homes and their volunteer board of directors.

As you know, the protection from liability that has been provided by the Province's Renewed and Revised Mandatory Order (COVID-19) under the *Emergency Measures Act* and extension through Bill 54 is scheduled to end at midnight on December 31, 2022. The Department of Social Development will provide time-limited protection (up to one year) against damage claims that may be pursued related to the outbreak and/or spread of a Notifiable Disease that has recently been excluded from the insurance policy covering non-profit nursing homes in New Brunswick.

Support provided would be based on need and could include investigative, financial, and legal supports.

COVERAGE

The Government of New Brunswick will provide support to non-profit nursing homes and their respective board members who are faced with liability claims related to a contagious disease that is now excluded from their insurance policy, as described in Schedule A. To be eligible for support, coverage must have been sought, and been verified as not available under their existing insurance policy.

In the event of a claim being raised against a non-profit nursing home in relation to a contagious disease that has been excluded from their insurance policy, the facility will be required to provide a copy of the claim that has been made, together with a copy of their insurance policy and the commensurate contagious disease exclusion. Documents are to be provided to the Adult and Community Resources Branch of the Department of Social Development.

The Government of New Brunswick will provide coverage that would be equivalent to the liability coverage limit as set out in the nursing home's insurance policy. Coverage will only apply to non-profit nursing homes that are fully licensed and in good standing with the Department of Social Development.

.../2



Coverage will not be extended against any liability claims seeking damages for bodily injury unrelated to the spread, transmission, or outbreak of a notifiable disease, to which a contagious disease exclusion does not apply. Coverage will not be offered in any case involving gross negligence.

Protection provided by the Department of Social Development will become effective at 12:01am on January 1, 2023 and will remain in place until such time as insurance coverage offering protection related to contagious disease becomes available by the insurance industry or any other reasonable means. This support may be amended or terminated by the Department of Social Development upon delivery of 30 days' written notice to any nursing home

The Province may, at its discretion, investigate any incident and settle any claim or Action that may result within the limitations of the policy coverage. Nursing homes seeking support from liability must provide all information that the Department of Social Development deems necessary to defend any claims for which the Province will extend coverage. This includes, but is not limited to, any insurance policy held by the nursing home and the commensurate exclusion clause relating to insurance coverage.

In the event that support is required, the nursing home must notify the Department of Social Development within 30 days of a claim being raised and provide the following:

- the complete primary commercial and general liability policy and wording outlining current third-party liability insurance policy held by the provider;
- confirmation of the exclusion/denial of coverage from the primary commercial general liability insurer outlining the reason(s) for the exclusion of coverage (the contagious disease exclusion) which may encompass several or all notifiable diseases;
- confirmation that the cause and injury occurred during the period where contagious disease coverage was not available from another insurer; and all adjusting and investigative requests, which may include but is not limited to reports, procedures, photos, and statements of current and former employees;
- confirmation and evidence that all reasonable precautions to maintain their responsibility to prevent contamination or spread of any contagious diseases have been taken;
- immediate notice of any event which could give rise to a claim or upon an actual claim being filed; and
- confirmation and proof that immediate action has been taken to mitigate any loss or damages, or potential loss or damages, relating to the spread, transmission, or outbreak of any contagious disease.

Julie Weir
December 21, 2022
Page 3

The Department of Social Development will not provide coverage against:

- Settlements over and above the policy limit(s) outlined in the primary commercial general liability insurance policy held by the nursing home;
- All other exclusions outlined in the primary commercial general liability insurance policy held by the nursing home;
- Any first party losses, including but not limited to, loss of income or any additional expenses to expedite re-opening the nursing home;
- First party expenses to clean-up, detoxify, remove, monitor, or test for a contagious disease;
- Any obligation of the insured under a workers' compensation, disability benefits, or unemployment or employment compensation law or any similar law;
- Claims where there is any other valid policy of applicable insurance, including those covering bodily injury to employees or damage to property; and
- Any loss or injuries found to be caused by gross negligence on the part of the nursing home, including their respective Directors.

Sincerely,



Elizabeth Dubee,
Assistant Deputy Minister of Long Term Care and Disability Support Programs
Social Development

Schedule A

Contagious Disease Exclusion Endorsement

This Endorsement forms a part of the insurance policy to which it is attached (the "Policy") and is applicable to all liability coverages and endorsements contained in the Policy.

It is hereby understood and agreed that all coverages in the Policy do not apply to or insure against any claim, action, occurrence, accident, loss, damage, injury, cost, expense, fees, charges, fines, penalties or other amount that, directly or indirectly, is, or is alleged, to be caused by, contributed to or results or arises from (in whole or in part, regardless of any other cause or event contributing concurrently or in any sequence and notwithstanding any continuous or repeated exposure to) any of the following contagious, infectious or communicable diseases, illnesses or viruses, or the fear or threat, whether actual or perceived, of any of the following contagious, infectious or communicable diseases, illnesses or viruses:

1. Coronavirus, Severe Acute Respiratory Syndrome (SARS), Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2), Middle East Respiratory Syndrome Coronavirus (MERS-CoV), including, but not limited to, MERS and COVID-19, or any other strain, derivative, mutation or variation of any of the diseases, illnesses or viruses referred to in this paragraph 1, or any other disease, illness or virus caused by or arising from the diseases, illnesses, or viruses referred to in this paragraph 1 or any strain, derivative, mutation or variation thereof; or
2. The widespread occurrence in any part of Canada of H5N1, Ebolaviruses, Flavivirus, Pandemic H1N1/09 virus or Legionella including, but not limited to, Avian Influenza (Avian Bird Flu), Ebola, Zika virus, West Nile virus (WNV), Dengue virus (DENV), H1N1 (Swine Flu) and Legionnaire's Disease, or any other strain, derivative, mutation or variation of any of the diseases, illnesses or viruses referred to in this paragraph 2, or any other disease, illness or virus caused by or arising from the diseases, illnesses, or viruses referred to in this paragraph 2 or any strain, derivative, mutation or variation thereof; or
3. The widespread occurrence in any part of Canada of any other contagious, infectious or communicable disease, illness or virus which the World Health Organization ("WHO") (or any successor organization to the WHO) or any Canadian federal, provincial or territorial government or governmental authority, agency, body or official, as applicable, in the future declares, recognizes or designates as an epidemic or pandemic, or in respect of which, orders or declares a public welfare emergency, public health emergency or other emergency or state of emergency.