

Governance & Audit Committee
Quarter 3 Review
AGENDA
Thursday, January 26, 2023 @ 5:00 pm

Join Zoom Meeting

<https://us02web.zoom.us/j/81411812792?pwd=NXdnQjd0QzZDRytlbmlxWmtwODNsZz09>

Meeting ID: 814 1181 2792

Passcode: 987170

<u>Item</u>	<u>Description</u>	<u>MRP</u>
1.0	Call to order	Gary Beattie
2.0	Declarations of conflict of interest	Gary Beattie
3.0	Approval of Agenda	Gary Beattie
4.0	Approval of previous minutes – November 17, 2022	Gary Beattie
5.0	Business Arising	
5.1	By- Law revision – Notice of Motion*	Geri Geldart
5.2	Privacy of Resident Personal Information	Geri Geldart
5.2	Board education	Gary Beattie
5.3	Terms of reference*	Gary Beattie
6.0	New Business	
6.1	Corporate Policy Review	Geri Geldart
6.1.1	Gov-G-140 Global Governance Process*	
6.1.2	Gov-G-145 Governing Style*	
6.1.3	Gov-N-261 York Foundation Representative*	
6.1.4	Gov-O-265 Orientation – New Board Members*	
6.1.5	Gov-R-270 Reimburs. to members for expenses*	
6.1.6	Gov-R-275 Resolution Book*	
6.1.7	Gov-R-278 Retirement Resignation Gifts*	
6.1.8	Gov-Ends-E-510 Employer of Choice*	
6.1.9	Gov-Ends-P-530 Purpose*	
6.1.10	Gov-Ends-R-550 Residence of Choice*	
6.1.11	Gov-B-110 Board Job Description*	
6.2	Fiduciary Responsibilities of Board members	Members
6.3	Report to Governance & Audit Committee	Geri Geldart
7.0	Next Meeting – June 12, 2023	Gary Beattie

8.0 Adjournment

*denotes an attachment

Committee Members: Gary Beattie (Chair), Tracey Burkhardt, Keith McAlpine, Trina MacDonald, Kevin Roherty (Community member), Andrea Seymour, Wayne Snowdon, Lyne St-Pierre-Ellis, Geri Geldart (ex-officio)

Minutes of meeting of the Governance and Audit Committee

Thursday, November 17th at 5:00 pm

Present: Gary Beattie (Chair), Tracy Burkhardt (VC), Trina MacDonald (VC), Andrea Seymour, Wayne Snowdon, Lyne St. Pierre-Ellis, Kevin Roherty (community member)

Regrets: Keith McAlpine

Staff: Geri Geldart

1.0 Call to Order and Introductions

Mr. Beattie called the meeting to order at 5:00pm.

2.0 Declarations of Conflict of Interest

Mr. Beattie asked members to review the agenda and self-identify if there was the potential for a conflict of interest. No conflicts were identified.

3.0 Approval of Agenda

The agenda was approved with the additional agenda item:

- 6.2 Update on global terms of reference change for board committees

Motion:

It was moved by K. Roherty, seconded by M. Belzile that the agenda be approved as amended. All in favor.

Motion carried.

4.0 Approval of previous minutes – September 29, 2022

Motion:

It was moved by K. Roherty, seconded by M. Belzile that the minutes of the Governance and Audit Committee of September 29, 2022 were approved as presented. All in favor.

Motion carried.

5.0 Business arising from the minutes

At the last meeting, the committee discussed the Nursing Home Inspection report, and concerns that certain criteria are outdated and lack relevance. G. Geldart has spoken informally on these items to the Social Development Liaison officer who indicated the

standards are under review. G. Geldart will communicate formally to Julie Weir, NB Nursing Home Association to outline our concerns.

5.1 By-Law Revision – Review and approval

As discussed at the previous meeting, further edits were required to the YCC By-laws to reflect provisions outlined in the Nursing Home Act and regulations. The committee reviewed the proposed changes and further edits were suggested. This document will be reformatted and presented to the board for final approval in November.

Motion:

It was moved by T. Burkhardt, seconded by A. Seymour that the York Care Centre By-laws be approved as amended.

Motion carried.

5.2 Board Education

G. Beattie spoke on the board orientation session that was held in October 3rd. This was found to be very informative, especially for new members. The committee identified the following as possible topics for future board education sessions.

- Risk Management / Risk Register - what are the risks within the organization and what processes are in place – G. Geldart advised that YCC does not have a documented risk register. In part this will be addressed when the Emergency & Disaster plan is updated later this year. A framework for protecting the organization from cyber threats is also being developed.
- Quality Framework– this is identified as an operating plan which is due for completion in Quarter 3.
- Resident data collection and usage – the committee has expressed concerns regarding the privacy and protection of resident’s personal information. Specific concerns were identified including access control and privacy audit protocols. The committee asked that a letter will be written to the NB Seniors’ Advocate and Privacy Ombudsman to inquiry if there is compliance with the privacy legislation. A review of YCC admission forms will also be done to see if residents provide consent for such access.
- Demographic trends which may affect York Care Centre’s services. The NB Health Council may have this information. Geri Geldart plans to connect with the City of Fredericton’s Age Friendly Committee to determine if they have any relevant information.
- Financial overview – Byard Smith could be asked to provide a detailed presentation on government funding.
- Human Resources – Shelley Kenney could be asked to provide information on international recruitment, HR data indicators and what recruitment strategies YCC is pursuing.

Shelley Kenney will be invited to present on human resource information at a board education session in February/March, date to be determined.

5.3 Community Involvement – Business Fredericton North

G. Beattie reported meetings have taken place to discuss the option of Fredericton North businesses coming to York Care Centre to offer services or sales that would be of interest to the residents. This initiative will be deferred given the staffing challenges faced by many businesses in our area. It was suggested that this could be integrated with the summer concerts, or a fall or spring market.

6.0 New Business

6.1 Corporate Policy Review

6.1.1 Gov-B-105 Board Committee principles

Policy was reviewed and revised.

6.1.2 Gov-B-110 Board Job Description

Policy was reviewed and revised.

Purpose on wording will read “the role and responsibility of the board is to provide oversight and accountability to the organization”.

6.1.3 Gov-C-125 Chairpersons Role

Policy was reviewed and revised.

6.1.4 Gov-C-126 Change in membership

Policy was reviewed and no changes were made.

6.1.5 Gov-C-127 conflict of Interest

Policy was reviewed and revised.

6.1.6 Gov-C-130 Cost of Governance

Policy was reviewed and revised.

6.1.7 Gov-C-135 Communication to Government

Policy was reviewed and revised.

Motion;

It was moved by L. St.Pierre-Ellis, seconded by A. Seymour that the governance policies B-105; B110; C125;C126;C127;C-130;C135 be approved as amended.

Motion carried.

6.2 Corporate Governance Policies – for information

A listing of all policies was included in the meeting package as a reference for committee members.

6.3 Global – Board Committee Terms of Reference

At a recent board sub-committee meeting, the committee's terms of reference were reviewed and revised. Gary Beattie recommended that all sub-committee terms of reference remain consistent. Therefore, he recommended that the provisions for committee membership be modified for each of the four sub-committees, including Research and Ethics, Care Services, Governance and Audit, and Finance and Administration. The following paragraph will be added to each committee's terms of reference.

“Reporting to the Board of Directors, the members of the committee will include a chairperson and a minimum of two other members, all appointed by the Board from within its membership. The President and CEO as well as other appropriate members of the senior leadership team will be non-voting members”

Motion:

It was moved by D. Holt, seconded by W. Snowden that the board sub-committees' terms of reference be revised as presented.

Motion carried.

6.3 Report to Governance & Audit committee

The Q2 report to the Governance & Audit committee was included in the meeting package.

G. Geldart highlighted the following topics:

- Nursing home inspection report – there is one area of non-compliance which has not yet been rectified due to the ongoing shortage of staff. A review of the staff schedules was completed ensure that schedules provided a sufficient number of staff to meet the staffing standard.. A meeting was held with the Liaison Officer ensure that our measurement methodologies are consistent. Some discrepancies were identified. If we are able to meet the staffing standard over the next two months, it may be possible that the outstanding infraction be removed.
- Social Media Engagement – recruitment will take place for a communications specialist.
- G. Geldart was invited to speak at the Fredericton Golden Club. The presentation focused on YCC history and our current challenges.
- CANHealth Network – YCC has been accepted as an Edge. Following the signing of a formal agreement, discussions will begin on possible projects.
- G. Geldart provided an update on the recent visit to Denmark to investigate a new technology which permits a caregiver to turn/reposition a patient in bed without the need for a second caregiver and with significantly less need for physical

exertion. The group also visited a special care facility to see a specialized bed repositioning equipment. Videos of the equipment will be shown at the next board meeting.

- Operational Goals – progress on the operational goals were reviewed. Consultations with community stakeholders in preparation for the Strategic Plan discussions in not complete. G. Geldart has for volunteer from board members to participate in the discussion with community stakeholders.

7.0 Next Meeting

The next committee meeting will take place on January 26, 2023.

8.0 Adjournment

The meeting was adjourned at 7:00 pm on a motion by W. Snowdon.

Minutes respectfully submitted by Susan Dickie, Board Coordinator

From: [Geri Geldart](#)
To: [Andrea Seymour](#); [Brenda Bosse](#); [Deborah Wybou](#); [Doug Holt](#); [Gary Beattie](#); [Geri Geldart](#); [Hector Losier](#); [Keith McAlpine](#); [Lyne St. Pierre Ellis](#); [Marilyn Born](#); [Marjorie Belzile](#); [Martin Ferguson](#); [Pierre LeBlanc](#); [Tracey Burkhardt](#); [Trina MacDonald](#); [Wayne Snowdon](#)
Subject: NOTICE OF MOTION - BYLAW AMENDMENTS TO BE CONSIDERED AT FEBRUARY 13 2023 MEETING OF THE YCC BOARD OF DIRECTORS
Date: January 9, 2023 2:05:00 PM
Attachments: [image001.png](#)

As discussed at the November 28th meeting of the Board of Directors, there is a mandatory one month notice period before changes to our bylaws can be approved. Our next board meeting will be held on February 13, 2023, therefore I am sending this formal notice of motion to you in compliance with this requirement. The motion below, which was made at the November 28th meeting will be voted on at the February 13th meeting. Feel free to reach out if you have any questions.

1. The current bylaws of York Care Centre (attachment #1) stipulate in Article 30 ...
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.
2. A revised set of bylaws (attachment #2) were presented at the November 28, 2022 Board of Directors Meeting. The revisions addressed the need to include a section on board composition.
3. This email is a formal Notice of Motion that:
“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

Regards
Geri.

Geri Geldart RN BN MHSA
President and CEO, York Care Centre

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GOVERNANCE & AUDIT COMMITTEE Terms of Reference

Background

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

Purpose

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

Scope

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

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

Structure

Reporting to the Board, the membership of the committee includes the committee chair and a minimum of two additional board members appointed by the board. The committee may add community members. The President and CEO and other appropriate members of the senior leadership team may attend as requested by the committee chair. Other guests may be invited at the discretion of the committee chair. All committee members will be appointed for a two- year term, with the option to serve additional terms.

Quorum

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

Meeting Frequency

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

Approved: November 2022

YORK CARE CENTRE
Corporate Governance Policy

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

The purpose of the Board, on behalf of the residents of York Care Center, is to achieve appropriate results for appropriate stakeholders at an appropriate cost while avoiding unacceptable actions and situations.

Accordingly:

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: November 30, 2009
Title: GOVERNING STYLE	Page: 1 of 1
Approved by: Board of Directors	#: Gov-G-145
Date Reviewed/Revised: 11/16, <u>01/23</u>	

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.

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; <u>01/23</u>	

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. The President/Chief Executive Officer will ensure the co-operation of York Care Centre staff in any fundraising activity.

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 ef_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.

The President and Chief Executive Officer will provide assistance as needed to the Foundation_ staff.

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

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.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: February 2005
Title: Orientation – new Board Members	Page: 1 of 1
Approved by: Board of Directors	Gov-O-265
Date Reviewed/Revised: 11/16; <u>01/23</u>	

The Chair or delegate, along with the President and Chief Executive Officer is responsible for orientation of all new Board Members.

Accordingly:

All new Board Members will be given a tour of the facility as well as a Board Manual.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: March 25, 2013
Title: Reimbursement to members for out-of-pocket expenses	Page: 1 of 1
Approved by: Board of Directors	Gov-R-270
Date Reviewed/Revised: 11/16; <u>01/23</u>	

The legislation and letters patent establishing York County Properties, York Manor Inc. and York Development Inc. provides that members of the Board are to serve without remuneration but that nothing is to preclude the reimbursement of out-of-pocket expenses incurred by members in carrying out their responsibilities as members.

Accordingly:

Members of the Board and its Committees are expected to attend scheduled meetings and be prepared to discuss and resolve matters submitted for consideration. Documents and information in support of matters to be considered are circulated in advance of meetings. These documents/information are provided to members by electronic means.

Members travel to meetings at their own expense using their vehicles. In addition most members prefer to, or have to, translate the documentation received, at their expense, from an electronic format to a printed version.

Therefore members are to be reimbursed for travel costs incurred in attending meetings and additional costs (i.e. ink, paper, etc.) incurred in translating documents from an electronic to a printed format as follows:

- a) Travel expenses:
The greater of \$15.00 or the provincial mileage rate per meeting attended
- b) Other expenses:
\$50.00 per annum for members who attended a minimum of 5 meetings and who incur costs in translating documents from an electronic to a printed format

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, 06/22 <u>01/23</u>	

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: October 2007
Title: Retirement/Resignation Gifts	Page: 1 of 1
Approved by: Board of Directors	Gov-R-278
Date Reviewed/Revised: 11/16, 06/22 <u>01/23</u>	

Policy:

To recognize those Directors who have served on the Board of Directors, the Finance and Administration Committee may approve up to ~~twenty five dollars (\$25.00)~~ seventy-five (\$75.00) per year on a gift of recognition for Board Members retiring or resigning.

YORK CARE CENTRE
Corporate Governance Policy

Type: Ends	Date Issued: November 30, 2009
Title: Employer of Choice	Page: 1 of 1
Approved by: Board of Directors	Gov-Ends-E-510
Date Reviewed/Revised: 11/16; <u>01/23</u>	

York Care Center is an organization based on a foundation of character and a culture of excellence and thus is an employer of choice for health professionals and support staff.

Consider this an alternative statement

York Care Centre is recognized for providing staff with an inspiring and supportive work environment and thus is an employer of choice.

YORK CARE CENTRE
Corporate Governance Policy

Type: Ends	Date Issued: November 30, 2009
Title: Purpose	Page: 1 of 1
Approved by: <i>Board of Directors</i>	Gov-Ends-P-530
Date Reviewed/Revised: 11/16; <u>01/23</u>	

The purpose of York Care Center is to create and operate a center of excellence in aging care.

YORK CARE CENTRE
Corporate Governance Policy

Type: Ends	Date Issued: November 30, 2009
Title: Residence of Choice	Page: 1 of 1
Approved by: Board of Directors	Gov-Ends-R-550
Date Reviewed/Revised: 01/14; 11/16; <u>01/23</u>	

York Care Center is recognized as a state of the art facility which provides a safe and home-like environment and thus is the residence of choice for those seeking the highest quality of life and care.

YORK CARE CENTRE
Corporate Governance Policy

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

The job of the Board is to consider stakeholder values in determining and demanding appropriate organizational performance.

Accordingly:

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 it has placed off limits for the President & CEO that exceed executive limitations as outlined in the board's policies.~~
4. The Board shall appoint the external auditors, and 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.

The Board shall approve, prior to implementation, all strategic plans and business plans as well as all operating and capital budgets.



Report to the Governance & Audit Committee

For the period: Oct 1 – Dec 31, 2023

Quarter 3 Activity

The purpose of this report is to apprise the Board's Governance and Audit Committee of key activities within each quarter of the fiscal year, including an up date on key performance indicators and the strategic Partnerships pillar. Accordingly, the Committee receives four reports per year with content from the following senior leaders.

Senior Leader

Geri Geldart, President and CEO

Key Areas of Reporting

Governance, Policy, Board Recruitment,
Community Engagement, Audit

1. Nursing Home Inspection Report/ License

- a. We were unable to resolve the infraction related to staffing standards.
- b. As of Dec 24, 2022 our YTD variance to standard a deficit of 24, 187 hours of care over a period of 280 days. As a result, we were short 86 hours per day (0.4 hour per resident per day).
- c. Although we have gradually improved over the last 9 month, we were still slightly under the staffing standard in the last month.
- d. As a result, we were issued a “modified” license.
- e. It is possible to have our license status changed if we can demonstrate several months of improved staffing.

2. By-Laws

- a. The draft bylaws (as recommended by the Governance and Audit Committee in November) were presented to the full board in November. To ensure compliance with the bylaws, a minimum of one months notice of motion is required prior to final approval. The Notice of Motion was sent to the full board on January 9, 2023 and will be considered at the Feb 13, 2023 meeting of the Board.

3. Board Policy Work

- a. There is a total of 42 board policies.
- b. 6 policies were approved at the November meeting of the board.
- c. Eleven policies are included in our January agenda package.

4. Social Media, Communications and Engagement

- a. Interviews are underway for the Marketing and Communications position. We expect to onboard a new candidate within the next month. Early priorities will be preparation of the annual reports for YCF and YCC, a refresh of our website, an update of our family information booklet, development of an organizational communication plan and recruitment support for our volunteer program.

5. Partnerships

- a. The formal agreement with the CANHealth Network has been signed. No further discussion has been held but we will reach out in the next few weeks to further discussion on opportunities.
- b. York Care Centre is participating in an international recruitment mission, in partnership with GNB Department of Health, Immigration and seven other NB nursing homes. This is a new venture for YCC. The leadership and coordination provided by GNB has been excellent. We are hoping to recruit 11 new employees as a result of this mission.

6. Progress on Operational Goals

- a. Seven goals were scheduled for completion by the end of December.
- b. We have completed our work with the Junior Volunteer Program, marketing of the Adult Day Program, the Memory Lane project and our volunteer program goals.
- c. We have not yet identified a specific project for the YCF but discussions continue.
- d. The consultation process for the strategic plan refresh has started and is slated to be complete before the Annual Meeting.
- e. We have deferred work on the communication plan until the Marketing and Communications Coordinator has been hired.

Note: Shaded Cell Indicates the Target Date for Completion

Partnerships Pillar	Q1	Q2	Q3	Q4
Goal 1: To increase awareness and understanding of goals, objectives and proposed actions with YCC. (Staff, Families, Volunteers and Partners)				
1.a. Support YCF to develop a capital campaign focused on a specific project	In progress	In progress	Falling behind	
1.b. Establish a formal communication plan for YCC, including internal and external audiences.	Not started	Not started	Not Started	
1.c. Establish a marketing plan for the Adult Day Program to support recruitment target.	COMPLETE			
1.d Complete the Memory Lane project and hold recognition event	In progress	COMPLETE		
1.e Conduct a review / refresh of the YCC Strategic Plan.	Not Started	Not started	Started	
Goal 2: To increase YCCs leadership position in the community by improving the level and volume of effective partnerships.				
2.a CEO to make connections with key community and government leaders to prepare for the Strategic Plan refresh – objective to identify opportunity for partnerships.	In Progress	Partial		
Goal 3: To increase volunteer participation				
3.a To review the registered volunteer list and re-build the program	In Progress	On track	COMPLETE	
3.b. Restart the Junior Volunteer Program	Complete	COMPLETE		