



YORK
CARE CENTRE

EXCELLENCE IN LONG-TERM CARE

2023

Annual
REPORT

MESSAGE FROM THE BOARD CHAIR

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

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



Lyne St-Pierre-Ellis
Board Chair

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

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

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

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

MESSAGE FROM THE CEO



Geri Geldart
President & CEO

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

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

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

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

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

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

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

Our Board of Directors



Lyne St-Pierre-Ellis
Board Chair



Marjorie Belzile
Vice Chair & Chair,
Care Services



Pierre Leblanc
Treasurer and Chair,
Finance & Admin
Comm.



Gary Beattie
Chair, Governance
& Audit



Keith McAlpine
Chair, Research &
Ethics



Doug Holt
Director



Deborah Wybou
Director



Andrea Seymour
Director



Tracey Burkhardt
Director



Brenda Bosse
Director



Trina MacDonald
Director



Marilyn Born
Director



Martin Ferguson
Director



Wayne Snowdon
Director



Geri Geldart
President & CEO

Our Senior Leadership Team



Geri Geldart
President & CEO



Michel Boyer
Director, Facilities & Infrastructure Services



Justine Henry
Executive Director, CIRA



Shelley Kenny
Vice President, People & Culture



Jamie Roy
Vice President, Care Service & Quality



Byard Smith
Chief Financial Officer





Who We Are.

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

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

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

Vision, Mission & Core Values

Vision

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

Mission

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

Values

- Character First
- Accountability
- Respect
- Excellence



Building Our Future: 2020 to 2025

Strategic Plan



CARE

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



RESOURCES

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



ENVIRONMENT

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



PARTNERSHIPS

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



RESEARCH

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





CARE

Aging Population, Residents, Clients

Caring for our aging population, our residents and our clients

Social Engagement and Activity Program

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

Community Outreach

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

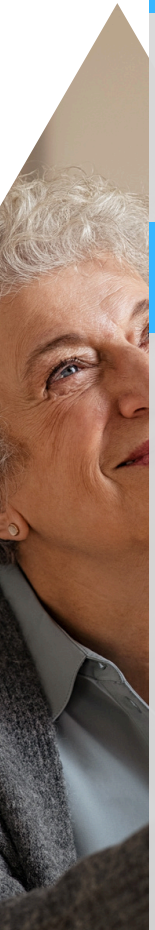
Person-Centred Care

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

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

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

ACCOMPLISHMENTS





RESOURCES

People, Financial, Technological

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

Efficient Use of Resources

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

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

Staff Experience

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

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

Quality Improvement

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

ACCOMPLISHMENTS





ENVIRONMENT

Building, Grounds, Equipment

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

Facility Maintenance

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

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

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

A Safe and Secure Environment

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

Options for Senior Living

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

ACCOMPLISHMENTS



PARTNERSHIPS

Strategic Alliances, Public Relations, Communications

Partnerships are essential to our provision of service.

Communication

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

Strategic Partnerships

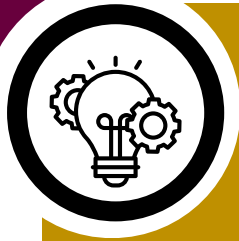
We firmly believe that collaboration is essential in delivering high-quality and innovative services. We recognize that we cannot accomplish our work alone, and partnerships play a pivotal role in our mission. One partnership we highly value is our relationship with York Care Foundation. Through their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

Volunteers

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

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

ACCOMPLISHMENTS



RESEARCH

Innovation, Health Promotion, Knowledge Transfer

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



Increased Research Activity

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

Foster Relationships

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

Knowledge Translation

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

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

ACCOMPLISHMENTS



Financial Results

for Fiscal Year ended March 31, 2023

York Care Centre, Inc.

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

York Developments, Inc.

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

Centre for Innovation and Research in Aging Inc.

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

York Care Properties, Inc.

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

Auditor

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



A C T I V I T I E S



YORK
CARE CENTRE

EXCELLENCE IN LONG-TERM CARE

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