



Finance & Administration Committee

Meeting ID: 879 6709 6072

Passcode: 910219

AGENDA

Monday December 4, 2023

Item	Description	
1	Call to Order & Introductions	Pierre LeBlanc
2	Declarations of Conflict of Interest	Pierre LeBlanc
3	Approval of Previous Minutes, September 25, 2023	Pierre LeBlanc
4	Business Arising 4.1 Annual Workplan	Geri Geldart
5	5.1 Unaudited Financial Statements for the Period ending August 30, 2022* <ul style="list-style-type: none"> • York Care Centre Inc. • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. 5.2 Unaudited Financial Statements for the Period ending September 30, 2023* <ul style="list-style-type: none"> • York Care Centre Inc. • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. 	Kathy Palmer
6	New Business 6.1 Finance & Administration Q2 staff Report	Shelley/Kathy/Michel
7	Other	
8	Date of Next Meeting: Monday, February 12, 2024 @ 5:30PM	

Motions

1. Be it resolved that the minutes of September 25,2023 be approved by the Finance and Administration Committee as presented.
2. Be it resolved that the Finance and Administration Committee recommend the unaudited financial statements for YCC, YDI, CIRA and YCP for August, September, and October 2023 be accepted as presented.



**Minutes of meeting of the Finance & Administration Committee
at York Care Centre, 100 Sunset Drive, Fredericton, NB and virtual meeting
on September 25, 2023 at 5:30pm**

Present: Pierre LeBlanc (Chair), Lyne St-Pierre-Ellis, Doug Holt, Wayne Snowdon(VC),
Brenda Bossé (VC), Deborah Wybou.

Regrets: None

Absent: Martin Ferguson

Staff: Geri Geldart, Shelley Kenny, Michel Boyer, Kathy Palmer

1. Call to Order and approval of Agenda

Mr. LeBlanc called the meeting to order at 5:30 pm. He requested that an in-camera session be added to the agenda.

It was moved by Lyne St-Pierre-Ellis and seconded by Deborah Wybou that the agenda be approved as amended.

All in favour.

Motion carried.

2. Declarations of Conflict of Interest

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

3. Approval of Minutes – April 24, 2023

The minutes of April 24, 2023 were reviewed by the committee.

Motion:

It was moved by Deborah Wybou and seconded by Doug Holt that the minutes of April 24, 2023 be accepted as presented.

All in favour.

Motion carried.

4. Business Arising

4.1

None.

5. Financial Statements – for review and approval

5.1 Unaudited Financial Statements for the period ending April 30, 2023

The unaudited financial statements for the month of April 2023 were included in the meeting package for information. No issues raised.

5.2 Unaudited Financial Statements for the period ending May 31, 2023

The unaudited financial statements for the month of May 2023 were included in the meeting package for information. No issues raised.

5.3 Unaudited Financial Statements for the period ending June 30, 2023

The unaudited financial statements for the month of June 2023 were included in the meeting package for information. No issues raised.

5.4 Unaudited Financial Statements for the period ending July 31, 2023

The unaudited financial statements for the month of July 31 31, 2023 were included in the meeting package for information.

York Care Centre Inc.

Current revenue for the end of July showed a total of \$2,030,914. Expenses were \$1,933,504. Surplus of \$97,410, with a year-to-date surplus of \$288,274.

- Main contributors to the surplus include underspending in salary and benefits.

York Developments Inc.

Current revenue: \$133,346, expenses are \$122,057 with a surplus of \$11,289. Year-to-date surplus \$32,646.

- Primary reason for the surplus is related to increased revenue from Department of Social Development which is partially offset by increase in salaries in supportive housing.
- A calculation error was noted on the YDI Balance Sheet. K. Palmer will correct.

CIRA

Current revenue \$44,570, expenses are \$42,282 with a surplus of \$2,287. Year to date surplus \$7,855.

- Primary reason for the surplus is related to bank interest.

York County Properties

Year-to-date total revenue and expenses is \$2,045. Surplus is \$0.

Overall, YCC, YDI and CIRA together are in an accumulated surplus position at July 31, 2023, 2023 totalling \$328,774.

Motion:

It was moved by Doug Holt, seconded by Brenda Bossé that the Finance and Administration Committee recommend the unaudited financial Statements for April, May, June and July 2023 be accepted as presented with an appropriate amendment to the York Development Inc. Balance Sheet.

All in favour.

Motion carried.

6. New Business

6.1 Q1 Report – Finance and Administration

The Q1 Report from staff was included in the agenda package. In addition, the staff provided verbal updates reflecting status up to September 2023.

Human Resources

- YCC is experiencing a serious staffing shortage in the Care Services area. The accumulated financial surplus is primarily due to the staffing shortage. Our staff shortage was noted in our most recent Nursing Home Inspection and will result in a second year with a modified license. There are several factors contributing to the shortage including retirements, competition with other employers, fewer people pursuing a healthcare career, etc. Staff provided an update on the actions being taken in response to the shortage. Immediate actions include engaging a second temporary staffing agency and offering overtime beyond current contract provisions. Further actions which will take longer to have an impact include position advertising on multiple platforms, development of a marketing plan, rotation redesign to reduce the number of week-ends in each rotation, offering a Resident Attendant course in October. Work continues on the IEN recruitment initiative. Several candidates should soon be ready to relocate.
- The committee members expressed concern for the health of the staff.
- The leadership development survey results were reviewed. A quality improvement workshop, delivered by Healthcare Excellence Canada, was held in September. It was noted that many of the needs expressed relate to communication and conflict management.

Facilities, Building and Infrastructure

- Several IT related projects have been completed (server replacement, video and sound systems in dining rooms). Upgrading the wireless infrastructure remains a challenge and we continue to work with the vendor.
- Many of our residents have requested approval for the use of air conditioners or small refrigerators in their rooms. Each request is considered individually. With the support of DSD, we received approval from the Office of the Fire Marshall to install several units. Each unit must be on its own circuit. The resident is expected to provide their own air conditioner, while YCC arranges and covers the cost of installation and cleaning/maintenance. With the increase in summer temperatures, the need for air conditioning throughout our building becomes more apparent.
- Roofing projects (Birch Grove and Dixon flat roof) have been approved and will begin in the near future.
- A flood in 95 Sunset is being addressed.

- A refresh of the Friendship Centre is being planned.

6.2 YCC Signature Stick

With the change in board executive membership and the resignation of the Chief Financial Officer, it was recommended that the “signature stick” which is used to sign cheques needs to be updated.

Motion:

It was moved by Wayne Snowdon, seconded by Deborah Wybou that the Finance and Administration Committee recommend that the signatures on the YCC electronic signature stick be changed to Pierre LeBlanc and Geri Geldart.

6.3 Committee Mandate and Workplan

The committee discussed the mandate of the committee. Although broad, the committee agreed that the elements in the mandate are appropriate for this committee.

Further discussion occurred regarding the need to resolve the issues which have led to our audited financial statement being qualified. Kathy Palmer, Acting CFO, provided a status report on communication with the auditors. The committee will be briefed when the auditors are ready to provide recommendations. No changes should be made until such time as the committee is cognizant of the impact.

The committee advised that certain elements of the operating plan may no longer be priorities given the economic climate. In particular, it may be wise to defer any work on the Wetlands project and the investigation of converting Hawkins House to a Level 2 Special Care Home.

The chair asked that the workplan remain on the committee’s agenda for the next meeting.

6.4 Committee Membership – community member

Mr. Andrew Currie who had previously served as a community member on the Finance Committee has not attended any recent meetings and has not replied to any emails from the CEO. The committee asked that a letter of thanks be sent to Mr. Currie for his service and that his name be removed from the membership.

7. Other Items

The committee moved to an in-camera session.

8. Date of Next Meeting

Monday, December 4, 2023 @ 5:30pm.

9. Adjournment - On a motion by Wayne Snowdon, the meeting was adjourned at 7:35 PM.

Pierre LeBlanc, Chair

Geri Geldart, C.E.O. Recorder

DRAFT

**YORK CARE CENTRE INC.
BALANCE SHEET
8/31/2023**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,853,548.90	1,740,664.67	112,884.23
CASH - RESTRICTED FUNDS	76,682.18	85,447.46	(8,765.28)
ACCOUNTS RECEIVABLE			
- RESIDENTS	74,161.96	53,723.92	20,438.04
- DEPT of SOCIAL DEVELOPMENT	37,753.00	32,428.00	5,325.00
- HST	29,393.01	51,830.35	(22,437.34)
- OTHER	53,514.35	40,660.33	12,854.02
INVENTORIES	148,058.66	148,058.66	0.00
PREPAID EXPENSES	518,780.20	588,221.30	(69,441.10)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,791,892.26</u>	<u>2,741,034.69</u>	<u>50,857.57</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	16,249,325.57	16,436,093.04	(186,767.47)
TOTAL FIXED ASSETS	<u>16,249,325.57</u>	<u>16,436,093.04</u>	<u>(186,767.47)</u>
TOTAL ASSETS	<u><u>19,041,217.83</u></u>	<u><u>19,177,127.73</u></u>	<u><u>(135,909.90)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,401,583.09	3,377,592.57	23,990.52
DEFERRED REVENUE	87,399.92	99,696.58	(12,296.66)
TOTAL CURRENT	<u>3,488,983.01</u>	<u>3,477,289.15</u>	<u>11,693.86</u>
LONG TERM			
LONG TERM DEBT	13,591,087.33	13,776,937.70	(185,850.37)
DEFERRED CONTRIBUTIONS	1,640,189.59	1,664,397.20	(24,207.61)
TOTAL LIABILITIES	<u>15,231,276.92</u>	<u>15,441,334.90</u>	<u>(210,057.98)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	64,459.69	63,379.18	1,080.51
UNRESTRICTED	(93,424.24)	(93,149.24)	(275.00)
NET INCOME (LOSS) FOR PERIOD	349,922.45	288,273.74	61,648.71
TOTAL FUNDS	<u>320,957.90</u>	<u>258,503.68</u>	<u>62,454.22</u>
TOTAL LIABILITIES & FUNDS	<u><u>19,041,217.83</u></u>	<u><u>19,177,127.73</u></u>	<u><u>(135,909.90)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 8/31/2023

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,915,268	\$1,916,518	-\$1,250	14 vacant bed days
Non-Recurring Budget Amend	\$55,380	\$55,380	\$0	
Administration	\$43,998	\$39,047	\$4,951	
Care Services	\$10,467	\$11,872	-\$1,405	
Operations	\$29,905	\$27,300	\$2,605	
Mortgage / Loan Payments	\$24,208	\$24,208	\$0	
TOTAL REVENUE	\$2,079,226	\$2,074,325	\$4,901	
OPERATING EXPENSES				
Administration	\$372,851	\$377,571	\$4,720	Salaries overspent by \$7,195; EI, CPP and WHSCC underspent by \$16,706, underexpend in pension/group health expense of \$865, overspent on BA Sitters \$-789, overspent on bank chgs & bad debts by \$15,591 overspent in advertising by \$909, underspent on office equip and supplies by \$1,343, underspent in profi fees & travel by \$2,640, overexpend on MBANH Membership \$240; underspent on staff & volunteer recognition \$785; underspent on minor equipment by \$375, underspent on education by \$6,719, plus other minor variances.
Care Services	\$834,462	\$871,898	\$37,435	Underexpend in salaries of \$42,104, underexpend in fall reduction, care supplies and meds \$6,126, overspent on incontinent supplies by \$5,092, overspent in minor equipment by \$3,636, overspent on recruitment by \$2,195, underspent on research \$392, overspent in recreation supplies by \$427 underspent on pastoral supplies by \$164; plus other minor variances.
Operations	\$552,460	\$560,492	\$8,032	Salaries underspent by \$530, food & thickeners overspent by \$8,974, dietary supplies overspent by \$673, laundry supplies & linen overspent by \$686, housekeeping supplies underspent by \$2,151, telephone & cable overspent by \$1,002, maintenance overspent by \$6,042, heating fuel and electricity underspent by \$12,030, vehicle expenses underspent by \$165, minor equipment underspent by \$2,034, consulting fees underspent by \$333, computer supplies and support underspent by \$5,308, underspent re website & commun events \$1,575, GET Inspired comm underspent by \$1,33, overspent on recruitment \$57, plus other minor variances.
Mortgage / Loan Payments	\$257,804	\$259,258	\$1,454	Under expend \$1,454 due to timing of new year Capital purch
TOTAL EXPENSES	\$2,017,577	\$2,069,219	\$51,642	
NET SURPLUS (DEFICIT)	\$61,649	\$5,106	\$56,543	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
5 MONTHS ENDING 8/31/2023

Description	Actual	Actual	Budget	Variance	Year to Date		Forecast to	2023-24	Variance Budget
	Previous	Current	Current	Budget	Variance Analysis		Year End	Full Year	vs Forecast
	YTD	YTD	YTD	vs Actual	Budget vs Actual		31-Mar-24	Budget	Year End
REVENUE AND RECOVERIES									
Operating Revenue	\$9,570,076	\$9,580,591	\$9,582,591	-\$2,000	36 Vacant bed days		\$22,998,219	\$22,998,219	\$0
Recurring Budget Amendments	\$0	\$0	\$0	\$0			87,808	\$0	\$87,808
Non-recurring Budget Amendments	\$201,593	\$87,808	\$87,808	\$0			32,428	\$87,808	-\$55,380
Administration	\$232,159	\$206,505	\$190,987	\$15,518			434,569	\$434,569	\$0
Care Services	\$56,211	\$56,019	\$59,359	-\$3,340			142,462	\$142,462	\$0
Operations	\$137,691	\$149,508	\$136,498	\$13,010			327,596	\$327,596	\$0
Mortgage / Loan Payments	\$125,222	\$121,038	\$121,038	\$0			290,491	\$290,491	\$0
TOTAL REVENUE AND RECOVERIES	\$10,322,952	\$10,201,470	\$10,178,282	\$23,189			\$24,313,573	\$24,281,145	\$32,428
OPERATING EXPENSES									
Administration	1,703,131	1,663,709	1,698,764	35,056	Salaries overspent by \$20,402, EI, CPP and WHSCC underspent by \$19,689, underexpnd in pension/group health expense of \$4,442, overspent on BA Sitters \$2,389, overspent on bank chgs & bad debts by \$14,609, overspent in advertizing by \$894, underspent on office equip and supplies by \$4,265 underspent in profll fees & travel by \$9,081, overspent on NBANH Fees \$1,498; underspent on staff & volunteer recognition \$5,172; underspent on minor equipment by \$1,647, underspent on education by \$30,541, plus other minor variances.		\$3,991,191	3,991,191	(0)
Care Services	4,393,713	4,146,411	4,349,669	203,258	Underexpnd in salaries of \$213,855, underexpnd in fall reduction, care supplies and meds \$9,217 overspent on incontinent supplies by \$12,987, overspent in minor equipment by \$3,940, overspent on recruitment by \$2,961, underspent on research by \$1,958, overspent in recreation supplies by \$2,599, underspent on pastoral supplies by \$714; plus other minor variances.		10,452,953	10,452,953	(0)
Operations	2,658,696	2,752,408	2,802,459	50,051	Salaries underspent by \$22,540, food & thickeners overspent by \$21,516, dietary supplies underspent by \$2,238, laundry supplies & linen underspent by \$8,676, housekeeping supplies underspent by \$858, telephone & cable overspent by \$6,643, insurance overspent by \$46, maintenance underspent by \$17,145, heating fuel and electricity underspent by \$52,580, vehicle expenses underspent by \$555, minor equipment overspent by \$23,254, consulting fees overspent by \$24,066, computer supplies and support underspent by \$9,607, underspent re website & commun events \$8,072, GET inspired comm underspent by \$3,716, overspent on recruitment \$413, plus other minor variances.		6,725,901	6,725,901	0
Mortgage / Loan Payments	1,290,862	1,289,020	1,296,292	7,272	Underexpnd of \$7,272 due to timing of new year Capital purchases.		3,111,100	3,111,100	0
TOTAL EXPENSES	\$10,046,402	\$9,851,548	\$10,147,184	\$295,636			\$24,281,145	\$24,281,145	\$0
NET SURPLUS (DEFICIT)	\$276,550	\$349,922	\$31,098	\$318,824			\$32,428	\$0	\$32,428
Less: Transfer to replacement reserve		1,375	0	(1,375)			3,300	0	(3,300)
(increase) or Decrease in Operating Fund Accumulated Deficit		\$348,547	\$31,098	\$320,199			\$29,128	\$0	\$35,728

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
8/31/2023

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	273,150	213,860	59,290
ACCOUNTS RECEIVABLE	38,137	45,426	(7,290)
HST RECEIVABLE	1,362	1,662	(300)
PREPAID EXPENSES	59,749	70,554	(10,805)
TOTAL CURRENT ASSETS	372,398	331,502	40,895
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	262,880	264,088	(1,207)
DEFERRED VACANCY SUBSIDY	44,674	44,472	202
TOTAL RESTRICTED CASH & DEPOSITS	307,554	308,559	(1,005)
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	(4,247,634)	(4,233,060)	(14,574)
TOTAL FIXED ASSETS	2,077,783	2,092,358	(14,574)
TOTAL ASSETS	2,757,735	2,732,419	25,315
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	109,761	78,344	31,417
DEFERRED REVENUE	13,209	15,376	(2,167)
TOTAL CURRENT LIABILITIES	122,970	93,720	29,250
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,631,278	1,642,029	(10,751)
TOTAL LONG TERM LIABILITIES	1,631,278	1,642,029	(10,751)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,168	4,335	(167)
TOTAL DEFERRED	4,168	4,335	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	262,880	260,526	2,354
VACANCY SUBSIDY RESERVE	44,674	44,472	202
EARNED SURPLUS	653,535	654,691	(1,156)
NET INCOME (LOSS) FOR PERIOD	38,230	32,646	5,584
TOTAL EQUITY	999,319	992,335	6,984
TOTAL LIABILITIES & FUND BALANCES	2,757,735	2,732,419	25,315

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
5 MONTHS ENDING 8/31/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	62,004	61,380	624	312,219	313,348	(1,129)
TENANT SUBSIDY	(1,975)	(2,087)	112	(9,875)	(10,435)	560
RENT SUPPLEMENT - SH	12,046	12,046	0	53,780	53,780	0
ADULT DAY PROGRAM FEES	9,167	12,650	(3,483)	46,923	63,250	(16,328)
WASHER & DRYER REVENUE	935	925	10	4,577	4,625	(48)
INTEREST INCOME	1,272	869	403	6,943	4,343	2,600
REVENUE - SD CARE HOURS	11,304	8,435	2,869	61,165	42,176	18,989
REVENUE - OTHER CARE HOURS	322	221	101	3,142	1,104	2,038
REVENUE - TENNANT SERVICES	19,575	20,430	(855)	98,139	100,415	(2,276)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	31,412	31,413	(0)
RECOVERY PROJECT WORKERS	0	900	(900)	13,270	3,600	9,670
MISCELLANEOUS INCOME	2,580	2,261	319	12,900	11,305	1,595
TOTAL REVENUE	123,512	124,312	(800)	634,595	618,925	15,670
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	41,472	39,237	(2,236)	208,216	193,767	(14,449)
BENEFITS	4,179	4,321	142	20,017	21,604	1,587
TRAVEL EXPENSE	90	83	(7)	648	417	(231)
	45,741	43,641	(2,100)	228,881	215,788	(13,093)
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	5,087	6,832	1,745	26,139	34,159	8,020
	5,087	6,832	1,745	26,139	34,159	8,020
MAINTENANCE						
ELECTRICITY	6,648	7,202	554	33,396	36,010	2,614
ELEVATOR SERVICE / INSPECTION	397	456	59	1,922	2,281	359
GARBAGE REMOVAL	857	779	(79)	4,241	3,893	(349)
PEST CONTROL	216	210	(5)	1,124	1,052	(72)
ALARMS AND MONITORING	167	447	280	1,515	2,234	719
TENANT SPECIAL OCCASIONS	33	167	133	511	833	322
CABLE TV	23	50	27	116	250	134
INSURANCE	4,048	4,008	(41)	20,241	20,038	(204)
PHONE	166	344	178	863	1,719	856
PROPERTY TAXES	6,205	6,205	0	31,026	31,026	0
REPAIRS & MAINTENANCE	1,749	4,553	2,803	13,916	22,763	8,846
BUILDING EXPENSES - ADP	367	860	493	1,835	4,302	2,467
REPLACEMENT RESERVE - R&M	1,948	2,114	166	7,560	10,572	3,012
SECURITY	4,629	4,629	(0)	23,147	23,147	(0)
GROUNDS MAINTENANCE	0	850	850	127	4,251	4,124
SUPPLIES EXPENSE	847	1,334	487	5,096	6,668	1,573
MINOR EQUIP & FURNISHING	97	592	495	3,096	2,958	(138)
WATER & SEWAGE	1,250	1,251	0	6,252	6,253	1
	29,648	36,050	6,402	155,985	180,250	24,265
ADMINISTRATION						
ADMINISTRATION CHARGES	15,974	15,974	0	79,869	79,870	0
BOARD EXPENSES	0	122	122	0	611	611
ADVERTISING	0	250	250	204	1,250	1,046
AUDIT EXPENSES	1,307	753	(554)	4,544	3,763	(780)
BANK INTEREST & CHARGES	72	92	19	365	458	93
BAD DEBT EXPENSE	0	42	42	0	208	208
LOAN INTEREST EXPENSE	5,356	5,357	0	26,782	26,783	0
MEMBERSHIP FEES / DUES	55	260	205	276	1,299	1,023
LEGAL FEES	0	0	0	0	10,000	10,000
MISCELLANEOUS EXPENSE	113	208	95	363	1,042	679
PRINTING & OFFICE SUPPLIES	0	484	484	85	2,418	2,333
	22,878	23,540	663	112,488	127,702	15,214
CAPITAL						
DEPRECIATION	14,574	13,154	(1,421)	72,872	65,768	(7,104)
	14,574	13,154	(1,421)	72,872	65,768	(7,104)
TOTAL OPERATING EXPENSES	117,928	123,217	5,289	596,365	623,667	27,301
NET EARNINGS (LOSS) FOR PERIOD	5,584	1,096	4,488	38,230	(4,742)	42,972
LESS: TRANSFER TO						
REPLACEMENT RESERVE	1,500	/mth		18,000	/year	
REPLACEMENT RESERVE - SUPPORTIVE	1,500	/mth		18,000	/year	

Centre for Innovation and Research
BALANCE SHEET
8/31/2023

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	537,924.99	481,334.81	56,590.18
ACCOUNTS RECEIVABLE	4,348.14	2,522.26	1,825.88
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	2,644.15	1,979.32	664.83
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>544,917.28</u>	<u>485,836.39</u>	<u>59,080.89</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	<u>(12,158.28)</u>	<u>(11,951.68)</u>	<u>(206.60)</u>
	4,028.09	4,234.69	(206.60)
TOTAL ASSETS	<u><u>548,945.37</u></u>	<u><u>490,071.08</u></u>	<u><u>58,874.29</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITY	52,730.19	45,001.01	7,729.18
DUE TO YORK MANOR INC.	5,217.37	5,213.38	3.99
DUE TO YORK DEVELOPMENTS INC.	2,412.86	93.13	2,319.73
DEFERRED REVENUE	453,305.67	410,246.12	43,059.55
TOTAL CURRENT	<u>513,666.09</u>	<u>460,553.64</u>	<u>53,112.45</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	21,662.87	21,662.87	0.00
NET INCOME (LOSS) FOR THE PERIOD	13,616.41	7,854.57	5,761.84
TOTAL FUNDS	<u>35,279.28</u>	<u>29,517.44</u>	<u>5,761.84</u>
TOTAL LIABILITIES & FUNDS	<u><u>548,945.37</u></u>	<u><u>490,071.08</u></u>	<u><u>58,874.29</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
5 MONTHS ENDING 8/31/2023

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	18,750	18,750	0
PROMOTE PHYS ACTIVITY PROJECT	563	0	563	563	0	563
IMPROVE IMMUNIZATION PROJECT	0	0	0	12,503	12,503	0
POLYPHARM APP PHASE 2 PROJECT	792	7,172	(6,380)	4,129	35,862	(31,733)
GENIE PROJECT	17,586	16,679	907	75,579	83,396	(7,817)
PASSIVE AWARE PROJECT	16,926	13,646	3,281	71,669	68,228	3,440
PASSIVE AWARE AT HOME PROJECT	3,671	4,167	(495)	18,493	20,833	(2,340)
A DAY IN THE LIFE PROJECT	4,521	4,167	354	28,855	20,833	8,022
HEC ADVANCED CAREGIVER TRAINING	0	0	0	1,354	0	1,354
INTEREST INCOME	2,348	600	1,748	11,937	3,000	8,937
STUDENT FUNDING	1,881	1,405	476	8,163	5,605	2,558
SYMPOSIUM	4,000	0	4,000	4,000	0	4,000
TOTAL UNRESTRICTED REVENUE	56,039	51,585	4,453	255,995	269,010	(13,015)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	40,609	34,819	(5,790)	166,658	174,095	7,437
SALARIES & BEN CHARGED TO PROJECT	(40,609)	(34,819)	5,790	(166,658)	(174,095)	(7,437)
PROJECT WORKERS EXPENSES	1,881	1,405	(476)	8,167	5,605	(2,562)
	1,881	1,405	(476)	8,167	5,605	(2,562)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,746	2,746	0	13,730	13,730	0
AUDIT EXPENSES	612	612	(0)	3,058	3,058	(0)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	207	207	(0)	1,033	1,033	(0)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	71	83	12	531	417	(115)
OFFICE SPACE COSTS	301	325	24	1,390	1,623	233
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	12	208	197
TRAVEL AND ACCOMODATION	0	33	33	0	167	167
MEALS AND ENTERTAINMENT	0	29	29	0	146	146
CONFERENCES AND TRAINING	230	125	(105)	230	625	395
MINOR EQUIPMENT	0	63	63	0	313	313
MISCELLANEOUS	67	13	(54)	964	948	(16)
SYMPOSIUM	103	0	(103)	120	0	(120)
	4,336	4,276	(60)	21,067	22,266	1,199
PROJECT RELATED EXPENDITURES						
PROMOTE PHYS ACTIVITY PROJECT	563	0	(563)	563	0	(563)
IMPROVE IMMUNIZATION PROJECT	0	0	0	12,503	12,503	0
POLYPHARM APP PHASE 2 PROJECT	792	7,172	6,380	4,129	35,862	31,733
GENIE PROJECT	17,586	16,679	(907)	75,579	83,396	7,817
PASSIVE AWARE PROJECT	16,926	13,646	(3,281)	71,669	68,228	(3,440)
PASSIVE AWARE AT HOME PROJECT	3,671	4,167	495	18,493	20,833	2,340
A DAY IN THE LIFE PROJECT	4,521	4,167	(354)	28,855	20,833	(8,022)
HEC ADVANCED CAREGIVER TRAINING	0	0	0	1,354	0	(1,354)
MISCELLANEOUS	0	0	0	0	0	0
	44,060	45,830	1,771	213,145	241,655	28,511
TOTAL EXPENSES	50,277	51,512	1,235	242,379	269,526	27,147
NET EARNINGS (LOSS)	5,762	74	5,688	13,616	(516)	14,132

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
8/31/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	2,084
TOTAL CURRENT ASSETS	<u>\$451,254</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,854</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$2,084
TOTAL CURRENT LIABILITIES	<u>\$2,084</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>\$458,854</u></u>

YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
5 MONTHS ENDING 8/31/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
INTEREST INCOME	2,084	1,667	417	9,750	8,333	1,417
TOTAL REVENUE	\$2,084	\$1,667	\$417	\$9,750	\$8,333	\$1,417
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$299	\$299	\$0
	\$0	\$0	\$0	\$299	\$299	\$0
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$2,084	\$1,638	\$446	\$9,451	\$8,188	\$1,263
BANK INTEREST & CHARGES	-	-	-	-	50	(50)
	\$2,084	\$1,638	\$446	\$9,451	\$8,238	\$1,213
TOTAL OPERATING EXPENSES	\$2,084	\$1,638	\$446	\$9,750	\$8,537	\$1,213
OPERATING SURPLUS (DEFICIT)	\$0	\$29	(\$29)	\$0	(\$204)	\$204
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$29	(\$29)	\$0	(\$204)	\$204

**YORK CARE CENTRE INC.
BALANCE SHEET
9/30/2023**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,834,078.08	1,853,548.90	(19,470.82)
CASH - RESTRICTED FUNDS	83,597.09	75,968.58	7,628.51
ACCOUNTS RECEIVABLE			
- RESIDENTS	82,252.34	74,161.96	8,090.38
- DEPT of SOCIAL DEVELOPMENT	39,188.00	37,753.00	1,435.00
- HST	46,047.67	29,393.01	16,654.66
- OTHER	51,337.74	53,514.35	(2,176.61)
INVENTORIES	148,058.86	148,058.86	0.00
PREPAID EXPENSES	442,826.99	518,780.20	(75,953.21)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,727,386.57</u>	<u>2,791,178.66</u>	<u>(63,792.09)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	16,041,090.32	16,249,325.57	(208,235.25)
TOTAL FIXED ASSETS	<u>16,041,090.32</u>	<u>16,249,325.57</u>	<u>(208,235.25)</u>
TOTAL ASSETS	<u>18,768,476.89</u>	<u>18,040,504.23</u>	<u>(727,972.66)</u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,260,494.20	3,401,583.09	(141,088.89)
DEFERRED REVENUE	83,801.74	87,399.92	(3,598.18)
TOTAL CURRENT	<u>3,344,295.94</u>	<u>3,488,983.01</u>	<u>(144,687.07)</u>
LONG TERM			
LONG TERM DEBT	13,405,236.96	13,591,087.33	(185,850.37)
DEFERRED CONTRIBUTIONS	1,615,981.98	1,640,189.59	(24,207.61)
TOTAL LIABILITIES	<u>15,021,218.94</u>	<u>15,231,276.92</u>	<u>(210,057.98)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	66,483.40	63,746.09	2,737.31
UNRESTRICTED	(93,699.24)	(93,424.24)	(275.00)
NET INCOME (LOSS) FOR PERIOD	430,177.85	349,922.45	80,255.40
TOTAL FUNDS	<u>402,962.01</u>	<u>320,244.30</u>	<u>82,717.71</u>
TOTAL LIABILITIES & FUNDS	<u>18,768,476.89</u>	<u>18,040,504.23</u>	<u>(727,972.66)</u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 9/30/2023

Description	Actual Current Month	Budget Current Month	Variance		Variance Analysis Budget vs Actual
			Budget vs. Actual	Budget vs Actual	
REVENUE					
Total Operating Revenue	\$1,912,643	\$1,916,518		-\$3,875	35 vacant bed days
Non-Recurring Budget Amend	\$19,672	\$19,672		\$0	
Administration	\$35,610	\$34,797		\$812	
Care Services	\$7,058	\$11,872		-\$4,814	
Operations	\$28,502	\$27,300		\$1,202	
Mortgage / Loan Payments	\$24,208	\$24,208		\$0	
TOTAL REVENUE	\$2,027,693	\$2,034,367		-\$6,674	
OPERATING EXPENSES					
Administration	\$331,945	\$378,950		\$47,005	Salaries underspent by \$856, EI, CPP and WHISCC underspent by \$25,014, underexpend in pension/group health expense of \$10,071, underspent on bank chgs & bad debts by \$72, underspent in advertizing by \$308, underspent on office equip and supplies by \$1,062, underspent in proPT fees & travel by \$2,425, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition \$1,687; underspent on minor equipment by \$375, underspent on education by \$5,364, plus other minor variances.
Care Services	\$800,065	\$871,898		\$71,832	Underexpend in salaries of \$69,292, overexpend in all reduction, care supplies and medcs \$2,344, overexpend on incontinence supplies by \$1,428, overexpend in minor equipment by \$13,182, overexpend on recruitment by \$2,142, underspent on research \$392, underspent in recreation supplies by \$1,080 underspent on pastoral supplies by \$164; plus other minor variances.
Operations	\$557,624	\$560,492		\$2,868	Salaries underspent by \$2,993, food & thickeners overspent by \$9,861, dietary supplies underspent by \$1,030, laundry supplies & linen overspent by \$8,767, housekeeping supplies underspent by \$2,128, telephone & cable overspent by \$950, maintenance overspent by \$1,447, heating fuel and electricity underspent by \$13,614, vehicle expenses underspent by \$1,112, minor equipment underspent by \$1,087, consulting fees underspent by \$333, computer supplies and support underspent by \$1,862, underspent re website & commun events \$109, GET Inspired comm underspent by \$742, overspent on recruitment \$-1,119, plus other minor variances.
Mortgage / Loan Payments	\$257,804	\$259,258		\$1,454	Under expend \$1,454 due to timing of new year Capital purch
TOTAL EXPENSES	\$1,947,438	\$2,070,597		\$123,160	
NET SURPLUS (DEFICIT)	\$80,255	-\$36,231		\$116,486	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
SIX MONTHS ENDING 9/30/2023

Description	Actual Previous YTD	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual	Year to Date Variance Analysis Budget vs Actual	Forecast to Year End 31-Mar-24	2023-24 Full Year Budget	Variance Budget vs Forecast Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$11,836,955	\$11,493,235	\$11,499,110	-\$5,875	71 Vacant bed days	\$22,998,219	\$22,998,219	\$0
Recurring Budget Amendments	\$0	\$0	\$0	\$0		\$0	\$0	\$87,808
Non-recurring Budget Amendments	\$237,719	\$107,480	\$107,480	\$0		\$107,480	\$107,480	-\$75,052
Administration	\$260,102	\$242,115	\$225,784	\$16,331		\$434,569	\$434,569	\$0
Care Services	\$65,040	\$63,078	\$71,231	-\$8,153		\$142,462	\$142,462	\$0
Operations	\$164,543	\$178,010	\$163,798	\$14,212		\$327,596	\$327,596	\$0
Mortgage / Loan Payments	\$150,267	\$145,246	\$145,245	\$0		\$290,491	\$290,491	\$0
TOTAL REVENUE AND RECOVERIES	\$12,714,626	\$12,229,163	\$12,212,648	\$16,515		\$24,313,573	\$24,300,817	\$12,756
OPERATING EXPENSES								
Administration	2,152,352	1,995,653	2,077,714	82,061	Salaries overspent by \$20,402, EI, CPP and WHSCC underspent by \$44,703, Underexpnd in pension/group health expense of \$14,514, overspent on BA Sitters \$2,389, overspent on bank chgs & bad debts by \$14,537, overspent in advertising by \$586, underspent on office equip and supplies by \$5,327 underspent in profit fees & travel by \$11,506 overspent on NBANH Fees \$1,737; underspent on staff & volunteer recognition \$6,870; underspent on minor equipment by \$2,022, underspent on education by \$35,905, plus other minor variances.	\$4,010,862	4,010,862	(0)
Care Services	5,213,519	4,946,477	5,221,567	275,090	Underexpnd in salaries of \$303,147, underexpnd in fall reduction, care supplies and meds \$6,873 overspent on incontinent supplies by \$14,416, overspent in minor equipment by \$17,122, overspent on recruitment by \$5,103, underspent on research by \$2,350, overspent in recreation supplies by \$1,518, underspent on pastoral supplies by \$878; plus other minor variances.	10,452,953	10,452,953	(0)
Operations	3,215,091	3,310,032	3,362,951	52,919	Salaries underspent by \$25,533, food & thickeners overspent by \$31,377, dietary supplies underspent by \$3,268, laundry supplies & linen overspent by \$91, housekeeping supplies underspent by \$2,986, telephone & cable overspent by \$7,552, Insurance overspent by \$46, maintenance underspent by \$15,698, heating fuel and electricity underspent by \$66,194, vehicle expenses underspent by \$1,667, minor equipment overspent by \$22,164, consulting fees overspent by \$23,733, computer supplies and support underspent by \$11,470, underspent re website & commun events \$9,181, GET inspired comm underspent by \$4,459, overspent on recruitment \$1,532, plus other minor variances.	6,725,901	6,725,901	0
Mortgage / Loan Payments	1,549,034	1,546,824	1,555,550	8,726	Underexpnd of \$8,726 due to timing of new year Capital purchases.	3,111,100	3,111,100	0
TOTAL EXPENSES	\$12,129,995	\$11,798,965	\$12,217,781	\$418,796		\$24,300,816	\$24,300,816	\$0
NET SURPLUS (DEFICIT)	\$584,631	\$430,178	-\$5,133	\$-435,311		\$12,757	\$1	\$12,756
Less: Transfer to replacement reserve		1,650	0	(1,650)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$428,528	-\$5,133	\$436,961		\$9,457	\$1	\$16,056

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
9/30/2023

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	300,109	273,150	26,960
ACCOUNTS RECEIVABLE	33,615	38,137	(4,522)
HST RECEIVABLE	1,057	1,362	(305)
PREPAID EXPENSES	48,614	59,749	(11,135)
TOTAL CURRENT ASSETS	<u>383,395</u>	<u>372,398</u>	<u>10,997</u>
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	267,113	262,880	4,233
DEFERRED VACANCY SUBSIDY	44,884	44,674	210
TOTAL RESTRICTED CASH & DEPOSITS	<u>311,997</u>	<u>307,554</u>	<u>4,443</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	(4,262,209)	(4,247,634)	(14,574)
TOTAL FIXED ASSETS	<u>2,063,209</u>	<u>2,077,783</u>	<u>(14,574)</u>
TOTAL ASSETS	<u><u>2,758,601</u></u>	<u><u>2,757,735</u></u>	<u><u>866</u></u>
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	113,766	109,761	4,005
DEFERRED REVENUE	10,599	13,209	(2,610)
TOTAL CURRENT LIABILITIES	<u>124,365</u>	<u>122,970</u>	<u>1,395</u>
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,620,527	1,631,278	(10,751)
TOTAL LONG TERM LIABILITIES	<u>1,620,527</u>	<u>1,631,278</u>	<u>(10,751)</u>
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,002	4,168	(167)
TOTAL DEFERRED	<u>4,002</u>	<u>4,168</u>	<u>(167)</u>
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	267,113	262,880	4,233
VACANCY SUBSIDY RESERVE	44,884	44,674	210
EARNED SURPLUS	650,535	653,535	(3,000)
NET INCOME (LOSS) FOR PERIOD	47,176	38,230	8,946
TOTAL EQUITY	<u>1,009,708</u>	<u>999,319</u>	<u>10,389</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,758,601</u></u>	<u><u>2,757,735</u></u>	<u><u>866</u></u>

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
6 MONTHS ENDING 9/30/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	63,370	60,967	2,403	375,599	374,315	1,274
TENANT SUBSIDY	(1,975)	(2,087)	112	(11,850)	(12,522)	672
RENT SUPPLEMENT - SH	10,629	12,459	(1,830)	64,409	66,239	(1,830)
ADULT DAY PROGRAM FEES	9,761	12,650	(2,890)	56,683	75,900	(19,217)
WASHER & DRYER REVENUE	903	925	(22)	5,480	5,550	(70)
INTEREST INCOME	1,444	869	576	8,387	5,212	3,175
REVENUE - SD CARE HOURS	12,413	8,435	3,978	73,578	50,612	22,966
REVENUE - OTHER CARE HOURS	660	221	440	3,802	1,325	2,478
REVENUE - TENNANT SERVICES	20,925	20,430	495	119,064	120,846	(1,782)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	37,695	37,695	(0)
RECOVERY PROJECT WORKERS	889	0	889	14,159	3,600	10,559
MISCELLANEOUS INCOME	2,580	2,261	319	15,480	13,566	1,914
TOTAL REVENUE	127,882	123,412	4,470	762,477	742,337	20,140
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	39,851	36,821	(3,030)	248,067	230,588	(17,479)
BENEFITS	3,754	4,321	567	23,771	25,925	2,154
TRAVEL EXPENSE	277	83	(193)	925	500	(425)
	43,881	41,225	(2,656)	272,763	257,013	(15,750)
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	5,324	6,832	1,507	31,463	40,991	9,527
	5,324	6,832	1,507	31,463	40,991	9,527
MAINTENANCE						
ELECTRICITY	6,644	7,202	558	40,041	43,212	3,172
ELEVATOR SERVICE / INSPECTION	397	456	60	2,319	2,738	419
GARBAGE REMOVAL	857	779	(79)	5,099	4,671	(428)
PEST CONTROL	216	210	(5)	1,340	1,262	(78)
ALARMS AND MONITORING	214	447	233	1,729	2,681	952
TENANT SPECIAL OCCASIONS	0	167	167	511	1,000	489
CABLE TV	23	50	27	139	300	162
INSURANCE	4,048	4,008	(41)	24,290	24,045	(245)
PHONE	166	344	178	1,029	2,063	1,034
PROPERTY TAXES	6,205	6,205	0	37,231	37,231	0
REPAIRS & MAINTENANCE	3,774	4,553	778	17,691	27,315	9,624
BUILDING EXPENSES - ADP	367	860	493	2,201	5,162	2,961
REPLACEMENT RESERVE - R&M	1,987	2,114	128	9,547	12,687	3,140
SECURITY	4,629	4,629	(0)	27,777	27,776	(0)
GROUNDS MAINTENANCE	0	850	850	127	5,102	4,974
SUPPLIES EXPENSE	1,100	1,334	233	6,196	8,002	1,806
MINOR EQUIP & FURNISHING	855	592	(263)	3,951	3,550	(401)
WATER & SEWAGE	1,250	1,251	0	7,502	7,503	1
	32,734	36,050	3,316	188,719	216,299	27,581
ADMINISTRATION						
ADMINISTRATION CHARGES	15,974	15,974	0	95,843	95,843	0
BOARD EXPENSES	0	122	122	0	733	733
ADVERTISING	102	250	148	306	1,500	1,194
AUDIT EXPENSES	809	753	(57)	5,353	4,516	(837)
BANK INTEREST & CHARGES	99	92	(7)	464	550	86
BAD DEBT EXPENSE	0	42	42	0	250	250
LOAN INTEREST EXPENSE	5,356	5,357	0	32,139	32,139	0
MEMBERSHIP FEES / DUES	55	260	205	331	1,559	1,228
LEGAL FEES	0	0	0	0	10,000	10,000
MISCELLANEOUS EXPENSE	26	208	182	389	1,250	861
PRINTING & OFFICE SUPPLIES	0	484	484	85	2,902	2,817
	22,422	23,540	1,119	134,910	151,243	16,333
CAPITAL						
DEPRECIATION	14,574	13,154	(1,421)	87,447	78,922	(8,525)
	14,574	13,154	(1,421)	87,447	78,922	(8,525)
TOTAL OPERATING EXPENSES	118,936	120,801	1,865	715,301	744,467	29,166
NET EARNINGS (LOSS) FOR PERIOD	8,946	2,612	6,334	47,176	(2,131)	49,306
LESS: TRANSFER TO						
REPLACEMENT RESERVE	1,500 /mth			18,000 /year		
REPLACEMENT RESERVE - SUPPORTIVE	1,500 /mth			18,000 /year		

Centre for Innovation and Research
BALANCE SHEET
9/30/2023

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	495,589.96	537,924.99	(42,335.03)
ACCOUNTS RECEIVABLE	9,370.43	4,348.14	5,022.29
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	2,776.26	2,644.15	132.11
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>507,736.65</u>	<u>544,917.28</u>	<u>(37,180.63)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(12,364.88)	(12,158.28)	(206.60)
	<u>3,821.49</u>	<u>4,028.09</u>	<u>(206.60)</u>
TOTAL ASSETS	<u><u>511,558.14</u></u>	<u><u>548,945.37</u></u>	<u><u>(37,387.23)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITY	44,251.63	52,730.19	(8,478.56)
DUE TO YORK MANOR INC.	5,618.70	5,217.37	401.33
DUE TO YORK DEVELOPMENTS INC.	3,947.70	2,412.86	1,534.84
DEFERRED REVENUE	410,777.21	453,305.67	(42,528.46)
TOTAL CURRENT	<u>464,595.24</u>	<u>513,666.09</u>	<u>(49,070.85)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	21,662.87	21,662.87	0.00
NET INCOME (LOSS) FOR THE PERIOD	25,300.03	13,616.41	11,683.62
TOTAL FUNDS	<u>46,962.90</u>	<u>35,279.28</u>	<u>11,683.62</u>
TOTAL LIABILITIES & FUNDS	<u><u>511,558.14</u></u>	<u><u>548,945.37</u></u>	<u><u>(37,387.23)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
6 MONTHS ENDING 9/30/2023

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	22,500	22,500	0
PROMOTE PHYS ACTIVITY PROJECT	4,567	0	4,567	5,130	0	5,130
IMPROVE IMMUNIZATION PROJECT	0	0	0	12,503	12,503	0
POLYPHARM APP PHASE 2 PROJECT	829	7,172	(6,343)	4,958	43,034	(38,076)
GENIE PROJECT	14,724	16,679	(1,955)	90,303	100,075	(9,772)
PASSIVE AWARE PROJECT	13,234	13,646	(412)	84,902	81,874	3,028
PASSIVE AWARE AT HOME PROJECT	3,140	4,167	(1,027)	21,633	25,000	(3,367)
A DAY IN THE LIFE PROJECT	4,169	4,167	2	33,024	25,000	8,024
HEC ADVANCED CAREGIVER TRAINING	0	0	0	1,354	0	1,354
INTEREST INCOME	2,321	600	1,721	14,258	3,600	10,658
STUDENT FUNDING	632	0	632	8,796	5,605	3,191
SYMPOSIUM	10,715	0	10,715	14,715	0	14,715
TOTAL UNRESTRICTED REVENUE	58,081	50,180	7,900	314,076	319,191	(5,115)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	33,008	34,819	1,811	199,666	208,914	9,248
SALARIES & BEN CHARGED TO PROJECT	(33,008)	(34,819)	(1,811)	(199,666)	(208,914)	(9,248)
PROJECT WORKERS EXPENSES	1,828	0	(1,828)	9,995	5,605	(4,390)
	1,828	0	(1,828)	9,995	5,605	(4,390)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,748	2,746	0	16,476	16,476	0
AUDIT EXPENSES	612	612	0	3,669	3,669	(0)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	207	207	(0)	1,240	1,239	(0)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	(71)	83	155	460	500	40
OFFICE SPACE COSTS	301	325	24	1,690	1,947	257
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	12	250	238
TRAVEL AND ACCOMODATION	0	33	33	0	200	200
MEALS AND ENTERTAINMENT	0	29	29	0	175	175
CONFERENCES AND TRAINING	0	125	125	230	750	520
MINOR EQUIPMENT	0	63	63	0	375	375
MISCELLANEOUS	96	13	(83)	1,060	981	(89)
SYMPOSIUM	18	0	(18)	138	0	(138)
	3,607	4,276	369	24,974	26,542	1,568
PROJECT RELATED EXPENDITURES						
PROMOTE PHYS ACTIVITY PROJECT	4,567	0	(4,567)	5,130	0	(5,130)
IMPROVE IMMUNIZATION PROJECT	0	0	0	12,503	12,503	0
POLYPHARM APP PHASE 2 PROJECT	829	7,172	6,343	4,958	43,034	38,076
GENIE PROJECT	14,724	16,679	1,955	90,303	100,075	9,772
PASSIVE AWARE PROJECT	13,234	13,646	412	84,902	81,874	(3,028)
PASSIVE AWARE AT HOME PROJECT	3,140	4,167	1,027	21,633	25,000	3,367
A DAY IN THE LIFE PROJECT	4,169	4,167	(2)	33,024	25,000	(8,024)
HEC ADVANCED CAREGIVER TRAINING	0	0	0	1,354	0	(1,354)
MISCELLANEOUS	0	0	0	0	0	0
	40,663	45,830	5,168	253,807	287,486	33,678
TOTAL EXPENSES	46,397	50,107	3,710	288,776	319,633	30,857
NET EARNINGS (LOSS)	11,684	74	11,610	25,300	(442)	25,742

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
9/30/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	2,015
TOTAL CURRENT ASSETS	<u>\$451,185</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,786</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$2,015
TOTAL CURRENT LIABILITIES	<u>\$2,015</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>\$458,786</u></u>
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**YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
6 MONTHS ENDING 9/30/2023**

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
INTEREST INCOME	2,015	1,667	348	11,765	10,000	1,765
TOTAL REVENUE	\$2,015	\$1,667	\$348	\$11,765	\$10,000	\$1,765
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$299	\$299	\$0
	\$0	\$0	\$0	\$299	\$299	\$0
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$2,015	\$1,638	\$377	\$11,466	\$9,825	\$1,640
BANK INTEREST & CHARGES	-	-	-	-	50	(50)
	\$2,015	\$1,638	\$377	\$11,466	\$9,875	\$1,590
TOTAL OPERATING EXPENSES	\$2,015	\$1,638	\$377	\$11,765	\$10,175	\$1,590
OPERATING SURPLUS (DEFICIT)	\$0	\$29	(\$29)	\$0	(\$175)	\$175
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$29	(\$29)	\$0	(\$175)	\$175



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

July 1 – Sept 30, 2023
Quarter 2 Activity

The purpose of this report is to apprise the Board's Finance & Administration Committee of key activities within each quarter of the fiscal year, including an update on key performance indicators and the two strategic pillars: Resources and Environment. Accordingly, the Committee receives four reports per year with content from the following senior leaders.

Senior Leader

Shelley Kenny, Vice President, People and Culture
Kathy Palmer, Acting Chief Financial Officer
Michel Boyer, Director, Facilities & Infrastructure

Key Areas of Reporting

Human Resources
Financial Services
Facilities, Building and Infrastructure

1. Human Resources

- During Quarter 2 (July – September), we on-boarded and welcomed 10 new staff members. Five are members of the Care Services team and five are members of the support services team. As always, the HR team continues to actively recruit.
- In the Q2, 25 employees resigned, and 1 employee retired.
- We welcomed 4 students from NBCC as part of their clinical placement.
- This quarter we began the process of reviewing the RA schedules.
- IEN Recruitment: The original 10 candidates continue to work with the Employer and Staffhouse to complete the process to prepare for exiting the Philippines.
- Activities coordinated amongst the Get Inspired Team and Human Resources included: celebration of Support Services Week and frozen treats distributed in staff rooms.
- Recipients, Jude Okechuku, PSW and Railenne Penney PSW were awarded the Judy Yeaman’s Scholarship (\$1000 each) and Lohansa Windyranatne, DA was the recipient of the YCC General Scholarship (\$1000).
- A Quality Improvement Workshop was held in September as part of the on-going Leadership Training. This was facilitated by Healthcare Excellence. Participants from other nursing homes were also invited to attend this session.

2. Employee Pulse Survey

- Each quarter we ask a number of core questions regarding communication and work related satisfaction. In addition, in Quarter 2 we asked questions regarding education and professional development.
- The survey was sent to all YCC/YDI/CIRA employee emails. There was a 13% response rate in Q2, compared to 45% in Q1. We believe this decrease is directly related to the staffing shortage experienced during August – September.
- For the Core questions, the results for Quarter 2 are slightly lower than the previous quarter. For communication, 60% of respondents agree that YCC keeps them well-informed compared to 67% in Q1. For “Job Satisfaction”, 72% report being satisfied with their job, compared to 77% in Q1. The strongest score in Q2 – “York Care Centre is a great place to work” (70% Agree), was 72% in Q1. 68% of respondents in Q2 would recommend YCC as a place to work, compared to 73%.
- For the questions related to education and professional development, respondents were asked to rate each statement on a scale of 1-5 stars (1 = low and 5 = high). Scores were generally good, with approximately 75% of respondents scoring 3 stars or higher. The results need to be considered within the context of a low response rate.
- Suggestions for new programs include:
 - wound care for LPN’s
 - non-violent crisis intervention
 - GPA offered to all staff and lift training for other departments
 - team building on the units.
- Barriers to learning relate to challenges being released from normal work assignments given the staffing challenges.

Employee Pulse Survey Results: Core Questions – Communication and Satisfaction

Q2 - 40 Respondents: 8- Admin/CIRA 7-Support Services 25-Care Services	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %
The communication I receive from YCC keeps me well informed.	10%	50%	30%	10%	0
I am satisfied with my job	22%	50%	18%	5%	5%
York Care Centre is a great place to work	15%	55%	20%	10%	0%
I'd recommend YCC as a place to work	18%	50%	17%	10%	5%
Q1 - 140 Respondents: 12- Admin/CIRA 38 -Support Services 89 – Care Services 1 – HSW/ADP					
The communication I receive from YCC keeps me well informed.	19%	48%	24%	8%	1%
I am satisfied with my job	23%	54%	17%	6%	0%
York Care Centre is a great place to work	19%	53%	24%	3%	1%
I'd recommend YCC as a place to work.	27%	46%	22%	4%	1%

Employee Pulse Survey Results: Education and Professional Development

Q2 - 40 Respondents: 8- Admin/CIRA 7-Support Services 25-Care Services	5 stars	4 stars	3 stars	2 stars	1 star
Do you believe the professional development opportunities offered at YCC align with your current job	22%	20%	38%	10%	10%
How satisfied are you with the quality of the learning opportunities	20%	18%	38%	12%	12%
Do you believe the professional development opportunities align with your future career goals	27%	18%	30%	15%	10%
Is there anything that prevents you from participating in educational opportunities	Staffing shortages Courses are not offered at convenient times I don't want to come in on my time off for courses There are no courses of interest to me or related to my job.				
Are there any new programs you would like to see offered at Y.C.C.	Team-work / team building for all departments Stress management, Upgrading of RAs to PSW GPA training for all staff, In-house CPR Lift training, wound care, Non-violent crisis intervention.				

Human Resources Key Performance Indicators

- The following KPIs are tracked quarterly.

	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24	Q2 2023-24
Retention Rate (%) – 12 month look-back Number of employees who remain on staff as percentage of those who were on staff 1 year ago.	73%	70%	72%	78%	73%
Resignations Within One Year (#) Number of resignations within the first year of employment	9	7	7	8	8
Sick Time Sick days / FTE (standardized - # of days/1957.5 hours worked within the quarter.)	16.18	17.28	13.25	12.74	14.32
Sick Time (%) - Sick hours as a percentage of total paid hours	6.1%	6.6%	5.1%	4.9%	5.5%
Overtime Hours (%) Overtime hours as a percentage of total worked hours.	5.3%	5.9%	6.5%	5.3%	7.6%
Care Hours (Short) Average # hours worked per day below the target (RN,LPN,RA)	78.03	71.64	60.31	41.00	92.79
% RN Hours Number of RN hours worked as a percentage of the target.	83%	101%	101%	94%	74%
% hours of professional care (RN/LPN) Number of RN/LPN hours worked as a percentage of the target.	87%	97%	93%	91%	83%

3. Facilities, Building, and Infrastructure

- **Public Address System Upgrade** - Completion of an upgrade to our Public Address System which now allows us to control the volume levels by zone throughout the facility.
- **Implementation of RDS (Resident Dining System)** –The implementation of MenuBuilder and RDS which work together to manage all of our Dietary Services. These systems include our resident dietary requirements, menus and production sheets. These systems can be further expanded to include our recipe database and recipe development amongst other features. MenuBuilder and RDS replaced 20+ year-old software that was in use and no longer relevant for us.
- **Wireless Upgrade** – We continue to work on the upgrade to our wireless infrastructure. After 4 failed cut-over attempts with the original contractor (Convergint), we chose to engage our IT service provider (BrunNet) to step in and complete the project.
- **Roofing Projects** – The Birch Grove shingled roof project has been completed and the Dixon Flat roof is due to be completed shortly (Substantial completion date of November 30).
- **95 Sunset Drive** – Work has been completed on units 2 and 8 as a result of water damage that was previously reported in Q1. Unit 2 suffered the most damage with the replacement of flooring throughout most of the unit and the replacement of the ceiling in the kitchen, dining room, and half of the living room. Costs associated with this were almost \$30,000.
- **95 Sunset Drive** – During the replacement of flooring at the rear entrance, it was discovered that the infrastructure around the door casing and flooring was rotten. Fixes in previous years were unsuccessful and now require replacement.
- **IT Devices Renewal** – Replacement of 21 workstations throughout the facility.
- **Completion of YCC Vulnerability GAP Assessment** – A vulnerability scan was undertaken to identify potential areas of vulnerability within our IT environment. At a high level, the results were favourable as no serious risks were found however, there are opportunities to improve which will be explored.
- **Bus** – We had 2 employees (1 Maintenance and myself) move forward with getting their Class 4 driver licences to better facilitate maintenance of the bus. The bus has also been moved to storage for the cold months to help extend its life.

Facilities, Building and Infrastructure Key Performance Indicators

	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24	Q2 2023-24
Food Cost per Resident Day	\$9.73	\$11.00	\$11.21	\$12.26	

4. Financial Services

- YCC finished Q2 with a surplus of \$239,314 and a year-to-date surplus of \$430,178. This has resulted primarily from the shortfall in delivery of care hours, resulting in approximately 367,000 of under spending in salaries and benefits. Due a warmer spring and cooler summer we have a savings in heating and electricity of \$66,000.
- CIRA finished Q2 with a surplus of \$19,733 and a year-to-date surplus of \$25,300. This was primarily due to the interest revenue earned on the bank account being higher than budgeted, and the majority of the other expenditures are offset by HSP research projects revenue.
- YDI finished Q2 with a surplus of \$25,819 and a year-to-date surplus of \$47,176, mostly due to under expenditure in the repairs and maintenance and legal expenses.
- Overall, the three companies have a Q2 year-to-date surplus of \$502,654 on the cumulative actual revenue of \$13.3 million. This equals 3.78% of the revenue for Q2.

4. Operating Plan 2023-24 – Status Report

Only one of the objectives which are reported on through the Finance and Administration Committee were scheduled for completion by Quarter 1.

Note: Shaded Cell Indicates the Target Date for Completion

Care Pillar	Q1	Q2	Q3	Q4
To improve the quality of Dietary Services with a focus on:				
- Increasing the variety of menu options by expanding to a 4-week menu	In progress	Target moved to Q4		
- Serving food with an acceptable temperature (audits)	Not started	Audits complete		
- Improving the dining experience as measured by the Resident and Family Survey.	Complete			
Resources Pillar	Q1	Q2	Q3	Q4
Review/modify staff schedules to ensure care hour targets.	In progress	Complete – implementation underway		
Recruit 10 IENs in partnership with Provincial IEN strategy.	On Track	On Track		
To improve workplace experience by developing and implementing a staff engagement framework.	In progress	Falling behind		
To update the performance appraisal process.	On Track	On Track		
To update the orientation program to include a mentorship component.	On Track	On Track		

Resources Pillar	Q1	Q2	Q3	Q4
To reduce workplace injuries by implementing the All the Right Moves program.	On Track	Postponed		
To improve teamwork by testing a Team Nursing Pilot.	Not Started	Not started		
To improve communication to staff (survey results, QI, etc_ via e-boards in staff rooms.	Not Started	Not started		
To improve the quality improvement competency of leaders by: - Introducing the framework. - Providing focused training on the QI model	On Track	Framework deferred to Q4 Training provided in Q2		
To introduce QI initiatives as outlined in the QI Framework.	On Track	On Track		
To provide leadership development training based on assessed needs: - Complete a needs assessment - Launch implementation plan	On Track	Assessment completed. Plan not finalized. Target delayed until Q4		
Environment Pillar	Q1	Q2	Q3	Q4
Develop and implement an organizational-wide program based on Reduce, Reuse and Recycle	In Progress	In progress Target changed to Q3		
To make improvements to the facility's public address system.	In Progress	Target changed to Q3 due to contractor availability		
To make improvements to the facility's outdoor lighting.	In Progress	Target change to Q3. Contract awarded.		
To replace aging equipment as necessary.	In Progress	Complete		
Expand on the current Disaster and Emergency Plan to include cybersecurity and disaster plan exercises.	In Progress	On Track. Q2 target completed		
To assess the potential to convert Hawkins House to a Level 2 Special Care Home.	Not started	Not started		
To assess the financial viability of the Wetlands Proposal.	Not started	Not started		
To establish operational agreements with DSD to take advantage of financial benefits available for non-profit housing.	In progress	Not progressing		
To develop a comprehensive risk matrix to identify and prioritize potential risks.	Not Started	In progress		
To develop risk mitigation plans to be developed for all high priority risks.	Not Started	Not started		



Finance and Administration Committee - Annual Work Plan 2023/24

Introduction

The purpose of this document is to provide committee members with background and context information to support their plans for the upcoming board year. Each standing committee of the board is asked to establish a proposed workplan for the upcoming board year. A workplan will ensure that staff are prepared to bring appropriate information to the committee to support its work.

Section 1 provides excerpts from the committee terms of reference, specifically the purpose and scope statements. These terms of reference were reviewed and approved by the board in the 2022/23 year.

Section 2 provides excerpts from the Board's Strategic Plan which are aligned with the mandate of the Finance and Administration Committee. Work of the committee should support the organization in achieving the objectives of the strategic plan.

Section 3 provides excerpts from Management's operating plan which are aligned with the mandate of the Finance and Administration Committee. The CEO and the executive team are responsible for the developing and implementing the operating plan in support of the overall strategic plan. The Committee can expect progress updates from the leadership team.

Section 4 is a summary of the accomplishments of the Finance and Administration Committee in the previous year, as well as an issues which were considered / addressed.

Section 5 is a list of issues which might be of interest / concern to the Committee when planning for the upcoming year.

Section 6 is a list of committee members.

Section 7 is a proposed workplan for the committee. This is a draft and should be discussed at the September meeting. The committee is asked to present a final workplan to the board of directors at the October meeting.

Section 1 - Excerpts from the Terms of Reference

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

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

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

Section 2 - Excerpts from the Strategic Plan which align with the Finance and Admin Committee Mandate

The Resources Pillar

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

Goals

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

The Environment Pillar

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

Goals

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

Section 3 – Excerpts from Mgmt’s Operating Plan which align with the Finance & Admin Comm. Mandate

The Resources Pillar

- 1a. Review/modify staff schedules to ensure care hour targets are achieved.
- 1b. Recruit IENs in partnership with provincial strategy.

- 2a. Develop and implement a staff engagement framework.
- 2b. Update the performance appraisal process.
- 2c. Update the orientation program to include a mentorship component.
- 2d. Reduce workplace injuries through “All the Right Moves” training.
- 2e. Improve teamwork by testing a Team Nursing Pilot on Tower 2

- 3a. Improve the quality improvement competency of leaders.
- 3b. To introduce the improvement initiatives as outlined in the Quality Framework.

- 4a. To provide leadership development training based on assessed needs.

The Environment Pillar

- 1a. To develop and implement an organization-wide program based on Reduce, Reuse, Recycle.

- 2a. To make improvements to the Public Address system
- 2b. To make improvements to the facility’s outdoor lighting.
- 2c. To replace aging equipment as necessary.
- 2d. Expand on the current disaster and emergency plan.

- 3a. Assess the potential to convert Hawkins House to a Level 2 Special Care Home
- 3b. To assess the financial viability of the Wetlands proposal.
- 3c. To establish operational agreements with DSD to take advantage of financial benefits available for non-profit housing.

- 4a. To develop a comprehensive risk matrix and prioritize risks.
- 4b. To develop risk mitigation plans for all high priority risks.

Section 4 - Issues & Accomplishments from 2022/23

- Terms of Reference updated.
- Review of the Quarterly Financial Statements and the Year End Financial Statements.
- Review of the 2023-24 Annual Budgets
- Quarterly reporting from the Chief Financial Officer, the VP People and Culture and the Director, Facilities and Infrastructure.
- Monitored the following:
 - Budget surplus and actions to address.
 - Transition of YDI – Supportive Housing mortgage on 116 Sunset Drive to new lending institution.
 - Human resource indicators regarding recruitment, turnover, sick time, training, care hour compliance
- Received reports regarding:
 - Facility & Infrastructure improvements – wireless infrastructure, IT equipment upgrades, Bioscan replacement, laundry equipment replacement, energy audit
 - Capital spending thresholds
 - Discussions with NB Housing and CMHC regarding housing development.
 - Results of flex time pilot.
 - International Recruitment mission
 - Management salaries
 - Cybersecurity risk assessment
 - Reinstatement of the Disaster and Emergency Committee
 - Potential fundraising projects for York Care Foundation.

Section 5 - Issues to Consider for Upcoming Year

- Generally strong results on committee evaluation. Areas which scored below 90% include having a review of the terms of reference, ensuring that matters brought before the committee align with the terms of reference, having the agenda circulated on time, and members coming prepared.
- Management has re-established the quarterly employee pulse surveys.
- Last year there was a request for a presentation on Human Resource processes (recruitment, retention, indicators, etc). The presentation was deferred due to the Philippines recruitment trip.
- We haven't discussed our worksafe experience....which has been quite good compared to other long term care homes...but long term care, as a sector, has very high rates.
- Although the quality improvement goal falls under the Resources pillar, the Quality Framework was presented to the Board through the Care Committee. The Resources Committee may, or may not, wish to be updated on the implementation of the Quality Framework.
- The Risk Management Plan will be developed over the course of the year.
- Housing – we will be considering the potential of various housing projects/ opportunities. (Hawkins, Wetlands, Non-profit operational agreements.
- Qualified / Unqualified Financial Statements issue.
- Are there any education topics this committee would like to consider?

Section 6 - Committee Membership

- Pierre LeBlanc, Chair
- Lyne St-Pierre-Ellis (?)
- Wayne Snowdon
- Martin Ferguson
- Doug Holt
- Brenda Bosse
- Deborah Wybou
- Marjorie Belzile, ex officio
- Andrew Currie, Community Member
- Geri Geldart, ex officio
- Byard Smith, Shelley Kenny, Michel Boyer, staff

Section 7 - Proposed Workplan

Meeting	Date	Reports and Documents
Q1	Monday, September 25 @ 1730	<ul style="list-style-type: none"> • Review of Annual Workplan • Review of Financial Statements • Report from the CFO, VP People & Culture and Director of Facilities/Infrastructure • Update on IEN Recruitment • Review of Quarter 1 Pulse Survey Results • Review of initial Leadership Development survey results.
Q2	Monday, Dec 4, 2023 @ 5:30 PM	<ul style="list-style-type: none"> • Review of Financial Statements • Report from the CFO, VP People & Culture and Director of Facilities/Infrastructure • Update on IEN Recruitment • Review of Quarter 2 Pulse Survey Results
Q3	Monday, Feb 12, 2024 @ 5:30 PM	<ul style="list-style-type: none"> • Review of Financial Statements • Report from the CFO, VP People & Culture and Director of Facilities/Infrastructure • Update on IEN Recruitment • Review of Quarter 3 Pulse Survey Results • Review of potential YCF Projects • Introduction of the Risk Matrix • Consideration of “Free Wifi” suggestion prior to budget meeting. • Presentation of Leadership Development Plan
March	Monday, March 18, 2024 @ 5:30PM	<ul style="list-style-type: none"> • Annual Budget Meeting
Q4	Monday, May 6, 2024 @ 5:30PM	<ul style="list-style-type: none"> • Review of Financial Statements • Report from the CFO, VP People & Culture and Director of Facilities/Infrastructure • Update on IEN Recruitment • Review of Quarter 4 Pulse Survey Results • Review of Employee Engagement Framework • Introduction of the Risk Management Plan for high priority risks.