



## Board of Directors AGENDA

Monday, December 11<sup>th</sup> at 5:30

Zoom Details: <https://us02web.zoom.us/j/86727095202?pwd=SzA4WEttTzdtMXV5dU5CYndOelczUT09>

Meeting ID: 867 2709 5202

Passcode: 390571

Item	Description	MRP
1.0	Call to Order & Introductions	Marjorie Belzile
2.0	Declarations of Conflict of Interest	Marjorie Belzile
3.0	Approval of Previous Minutes: October 3, 2023*	Marjorie Belzile
4.0	Business Arising	
5.0	Standing Reports	
5.1	Report from the President and CEO*	Geri Geldart
5.2	Research & Ethics Committee	Tracey Burkhardt
	5.2.1 Q2 Research & Ethics Committee Report of Committee Chair	
5.3	Care Services Committee	Lyne St-Pierre-Ellis
	5.3.1 Q2 Care Services Committee Report of Committee Chair	
5.4	Finance & Administration	Pierre LeBlanc
	5.4.1 Q2 Finance & Administration Report of Committee Chair*	
	5.4.2 Unaudited Financial Statements for period ending September 30, 2023*	
5.5	Governance & Audit Committee	Deborah Wybou
	5.5.1 Q2 Governance & Audit Report of Committee Chair	Geri Geldart
	5.5.2 Communication Plan *	Geri Geldart
	5.5.3 Chapman Group Presentation*	Geri Geldart
6.0	New Business	
6.1	Board of Directors Annual Workplan*	Geri Geldart
6.2	Board of Directors Meeting Schedule – Revised*	Geri Geldart
6.3	Report from the York Care Foundation Board Chair*	Hector Losier

**7.0 In camera session**

**Date of Next Meeting: - February 20, 2024 at 5:00pm**



**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive,  
Fredericton NB,  
Meeting On October 3, 2023 at 5:30pm**

Present: Marjorie Belzile, Lyne St-Pierre-Ellis, Wayne Snowdon, Doug Holt, Pierre LeBlanc, Brenda Bossé, Andrea Seymour, Tracey Burkhardt, Deborah Wybou, Geri Geldart (non-voting), Hector Losier (non-voting)

**1. Call to Order & Introductions**

The Chair, Ms. Belzile called the meeting to order at 5:30pm

**2. Declarations of Conflict of Interest**

Ms. Belzile asked members to review the agenda and self-identify if there was the potential for a conflict of interest. None identified.

**3. Approval of Minutes: June 19, 2023**

*Deborah Wybou asked that the minutes be amended to reflect that she attended the meeting.*

***It was moved by Andrea Seymour and seconded by Doug Holt that the Minutes of June 19, 2023 be approved by the Board of Directors as amended. - Motion carried***

**4. Business Arising**

None.

**5.0 Standing Reports**

**5.1 Report from the President and CEO**

Ms. Geldart provided an overview of her report which was circulated with the agenda package.

Highlights included:

- Masking protocols have been reinstated as a precautionary measure given that an increase in respiratory illness can be expected in the Fall.
- The annual DSD inspection was held in July 2023. Twelve infractions were noted. The team expect that all will be resolved before the end of the calendar year, with the exception of meeting target staffing levels. Ms. Geldart advised the board of a critical staffing shortage and the measures being taken to provide safe staffing levels.
- The hiring process for the international candidates is moving along, although slowly. We expect our first candidates to arrive in October / November. D. Wybou suggested that the Multicultural Association be contacted for assistance with settlement services.
- Recruitment is underway for the Executive Assistant / Board Coordinator as well as the Chief Financial Officer.

- The report included the attestation that all mandatory deductions from employees' wages (April 1 – June 30, 2023) have been submitted as required.

## 5.2 Research and Ethics Committee

### 5.2.1 Q1 Research and Ethics Committee – Report of Committee Chair

Ms. Belzile provided the report from the Research and Ethics Committee. Highlights included:

- The annual Aging Care Symposium is scheduled for November 15, 2023. \$15,000 in sponsorship has been acquired, to date. The event will be held at the Fredericton Inn.
- CIRA is working on the development of a Research Study Registry which will provide an overview of each project conducted through C.I.R.A., including research outcomes.

## 5.3 Care Services Committee

### 5.3.1 Q1 Care Services Committee – Report of Committee Chair

Ms. St-Pierre-Ellis provided the report from the Care Services Committee. Highlights included:

- The Committee received updates on the nursing home inspection, infectious diseases outbreaks and the normal key performance indicators.
- The committee reviewed its workplan and debated the opportunity to explore / advise on innovations in care delivery. Although of interest to some members, others feel the committee's mandate is oversight. Management should, when appropriate, bring forward recommendations for the adoption of new practices. There is a role for C.I.R.A. and the Research Committee to bring forward research-based suggestions.

## 5.4 Finance and Administration Committee

### 5.4.1. Q1 Finance and Administration Committee – Report of Committee Chair

Mr. LeBlanc presented the Q1 Finance & Administration Report, including the following:

- All companies have a cash balance, all payables can be paid, and all companies are in a break even or surplus position.
- The surplus position can be attributed to challenges in filling care services positions, heat, electricity, maintenance and education. The surplus at CIRA is primarily due to interest revenue.
- YDI surplus is primarily due to mortgage being paid off and an under expenditure in maintenance.

### 5.4.2 Unaudited Financial Statements, April, May, June and July, 2023

The unaudited financial statements for April – July 2023 were included in the meeting package.

***Motion: It was moved by P. LeBlanc and seconded by W. Snowdon that the Board of Directors approve the unaudited financial statements from April - July, 2023 as presented by the Finance Committee.***

***All in favour.***

***Motion Carried.***

### 5.4.3 Electronic Signature Stick

Mr. LeBlanc advised that due to the changes in board leadership and the resignation of the C.F.O., it is recommended that changes be made to the electronic signature process.

***Motion: It was moved by P. LeBlanc and seconded by Andrea Seymour that the signatures on the York Care Centre electronic signature stick be changed to Pierre LeBlanc and Geri Geldart.***

***All in favour***

***Motion Carried.***

## 5.5 Governance and Audit Committee

### 5.5.1 Q1 Governance and Audit Committee – Report of Committee Chair

Ms. Wybou presented the Q1 report from the Governance and Audit Committee. Highlights included:

- The Committee discussed the potential to make changes to the mandates of the standing committees. No recommendations were forthcoming. The Committee recommends that an orientation session be held in the fall for new board members, with all members welcome to attend. The Committee recommends that an education session on governance principles and committee structure be held in the fall. G. Geldart will explore options for the orientation and education sessions.
- Interviews were held with prospective board members. The committee recommends that Donna Curtis Maillet and Bryanna White-Aubé be appointed to the board. Both have indicated an interest in joining the Research and Ethics Committee. Donna is also interested in joining the Governance Committee.
- M. Ferguson has notified the board of his resignation. Board members were asked to consider potential candidates who have an IT background and to provide such names to the board chair.

***Motion: It was moved by D. Wybou and seconded by W. Snowdon that Donna Curtis Maillet and Bryanna White-Aubé be appointed to the Board of Directors.***

***All in favour***

***Motion carried.***

- Tracey Burkhardt has accepted to serve as interim chair of the Research and Ethics Committee.

***Motion: It was moved by D. Wybou, seconded by B. Bossé that Tracey Burkhardt be appointed as interim Chair of the Research and Ethics Committee.***

***All in favour***

***Motion carried.***

## 6.0 New Business

### 6.1 Executive Committee Report

Ms. Belzile advised that the Executive Committee met in August. Highlights from the meeting include:

- There was a discussion regarding the skills matrix for board members and the skills that the board would like to see in new board members. Ms. Geldart arranged for social media ads for new board members, with the desired skills highlighted.
- The draft workplans for the board and the standing committees were reviewed. The workplans provide a roadmap for the committee as their progress toward achievement of their objectives under the strategic plan.
- The committee recommends that Lyne St-Pierre-Ellis become the York Care Centre Board representative on the York Care Foundation Board.

***Motion: It was moved by W. Snowdon, seconded by P. LeBlanc that Lyne St-Pierre-Ellis be appointed as the York Care Centre Board representative on the York Care Foundation Board of Directors***  
***All in favour*** ***Motion carried.***

## **5.4 YC Foundation Report**

### **5.4.1 Chair Report**

- Mr. Losier presented the Foundation report highlighting the following:
  - the Golf Tournament was successful.
  - Laugh Fore Care event details were shared; tickets are now available.
  - Community Breakfast exceeded our expectations.
  - The committee meets tomorrow to discuss donor recognition and determine which projects to move forward with it.

### **5.4.2 Annual Report 2023-24**

- The annual report was included in the package.

## **5.5 Board and Committee Meeting Schedule 2023-24**

- The 2023-24 schedule was included in the package.

***It was moved by Mr. Holt that the meeting be adjourned.***

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Marjorie Belzile, Chair

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Geri Geldart, Recorder



## **Report to the Board**

President & Chief Executive Officer

For the period: September 30 – Dec 5 , 2023

### **Prepared By:**

Gerri Geldart, President & Chief Executive Officer  
Presented on Dec 11, 2023

## 1.0 STRATEGIC PLAN AND OPERATIONAL GOALS

- A progress report on the operational goals is attached. Timeline for certain goals were adjusted to allow staff to focus on resolving the staffing shortage experienced in late summer / early fall.

## 2.0 CARE SERVICES

### 2.1 CURRENT PANDEMIC STATUS & HIGHLIGHTS

- We have been successful in navigating through the fall respiratory illness peak. We removed our mask mandate on November 16<sup>th</sup>. Although we have had isolated cases of COVID amongst our staff, we have not experienced any COVID outbreaks since my last report.

### 2.2 CRITICAL STAFFING SHORTAGE

- In my last report to the Board, I reported on a critical staffing shortage that developed in late summer. Our response to this issue became our highest priority. Since that time, we have been able to increase our Care Hour Compliance from a unacceptable low of 70% in mid September to mid-90's in November.
- The immediate solutions engaged to address resident safety included the engagement of temporary staff agencies and offering overtime premiums that exceed the criteria in the collective agreement to our staff who are willing to work additional shifts. We also engaged a temporary human resources clerk to focus on the recruitment function (screening applicants and interviewing), thereby freeing our HR staff to focus on the longer-term solutions, which included offering a Resident Attendant Training Program and implementing a major schedule redesign for the Resident Attendant positions.
- The scheduling redesign has addressed a number of issues (heavy reliance on casual staff, reducing the number of weekends that staff were expected to work, increasing the number of full time positions, increasing the number of guaranteed hours in our part-time positions). These changes increase the number of staff who are scheduled each day as part of a predictable rotation.
- The implementation of the new rotations is nearly complete, with a small number of staff who have not yet selected their permanent rotations. When this process is complete, we will still have unfilled positions, but we hope to fill these positions as our international recruits arrive in the new year.
- Even with the vacancies, our staffing situation has improved enough that we have resumed admissions. We expect to have all beds filled by mid- December.
- I remain concerned that our internal surveillance did not pick up the evolution of this situation. We have escalated our monthly review of HR KPIs (care compliance, resignations, etc) to a weekly process in an effort to create an early warning system.

## 3.0 PEOPLE AND CULTURE

### 3.1 RECRUITMENT

- The Philippines recruitment work continues.
- Our first two recruits arrived in early November and have settled into their new positions.
- To address our concern regarding housing availability, we have leased three apartments from Considerate Property Management. The apartments will be made available to the new recruits for a three-month period. This will give them time to become familiar with

the local area and to search for their own housing.

- We will welcome our third recruit in mid-December. The remaining candidates are still in the immigration approval process. We will have positions for all candidates when they arrive.
- Government has indicated that another Philippine recruitment mission may be a possibility in the spring. We are likely to participate again, given the nature of our recruitment challenges.

### **3.2 STAFFING CHANGES**

- We have been successful in recruiting three new members of our leadership team.
  - Jennifer Vos joined as Executive Assistant / Board Coordinator on Nov 7<sup>th</sup>.
  - Tara Thibault joined as Marketing and Communications Coordinator on November 20<sup>th</sup>.
  - Heather Harris-Jones joined as Chief Financial Officer on November 27<sup>th</sup>.
- I am thrilled to have these talented individuals on-board.
- Many of our current staff have done double duty over the past few months while critical positions were vacant. We are working to ensure that these individuals get concentrated time off over the holidays so that they can refresh and re-energize.
- The Senior Leadership Team participated in an Insights Discovery Session facilitated by Maureen Olsen from the Chapman Group. Insights is a psychometric tool based on the psychology of Carl Jung. It is designed to help people understand themselves, understand others, and make the most of the relationships that affect them in the workplace. It helps people understand their style, their strengths and the value they bring to the team.

### **3.3 CUPE NEGOTIATIONS**

- NBANH continues to represent us in negotiations with CUPE. This is a three-party negotiation given that Government must provide the wage package. Although there are rumors of a strike, there are several steps which must be taken before the union can be in a legal strike position. Most importantly, there must be an agreement on the staffing levels required for essential service levels. These agreements are not in place for most NB nursing homes. Of course, an illegal strike is always a possibility, and for this reason, we are working on our strike readiness plans.
- Government has taken action recently to move a number of union groups to a shared risk pension plan. As employers, represented by NBANH, our position is that we want a sustainable pension plans. The Management Plan has been in good shape for many years. The CUPE plan is not in good shape. CUPE is resisting the move to shared risk, proposing instead that the group transfer to an Ontario Plan which stipulates a 30/70 contribution rate with the employer contributing 70%, rather than a 50/50 split.

## **4.0 FACILITIES AND INFRASTRUCTURE**

### **4.1 EXTERIOR PROJECTS**

- The Facilities team have been busy with a number of outside projects. The roofing repairs/replacements are either complete, or substantially complete.
- We have sorted through the issues with the City of Fredericton which will allow us to proceed with the exterior lighting project.
- AbilityNB has visited our site to assess and provide us with suggestions on measures to improve the accessibility of our front entrance. We expect their report by early January. This is a free service offered by AbilityNB and we were pleased to be accepted into their program.

- Christmas Lights – the team, once again, has ensured that our Christmas lights are shining!

## 5.0 OTHER ITEMS

### 5.1 NB ASSOCIATION OF NURSING HOMES.

- NBANH representatives have met with the Deputy and Assistant Deputy of Social Development to share concerns regarding funding – operating, capital and salary rate concerns.
- A small group of administrators have characterized the situation as a crisis and have formed a “Call To Action” group which is working on an approach which will raise public awareness of their concerns, in advance of a provincial election. Given the overlap with the role of NBANH, I have not participated in this action.

### 5.2 REQUEST FROM DSD FOR SUPPORT

- In my last report, I advised that we received a request from the Department of Social Development to conduct an organizational assessment of a nursing home that has experienced several issues. Since that time, they have hired an interim CEO. Although they no longer need our services, we have established a relationship with the CEO and have provided occasional advice / assistance. Most recently, I have shared the terms of reference of our Care Services Committee and our Quality Framework. We have a telephone consultation booked for next week.

### 5.3 EVENTS

- The Centre has been a busy spot these past few months. Our Activity staff and our volunteers have ensured that holidays and remembrance services have been available for our residents and their families.
- Remembering our history is an important part of ensuring our values remain true. With this in mind, Pastor Norm held a memorial service honouring the residents of the York Municipal Home.
- Foundation activities certainly kept us all busy this fall!

### 5.4 ATTESTATION

I, Geri Geldart, in my capacity as the Chief Executive Officer of York Care Centre, hereby attest and certify that all mandatory deductions from our employees' wages for the period of July 1, 2023 – September 30, 2023 have been submitted as required by applicable laws, regulations, and contractual agreements. These deductions include federal and provincial income taxes, employment insurance, Canada pension plan, employee pension plans and union dues. Furthermore, I affirm that all voluntary deductions, such as health insurance premiums, retirement plan contributions, and any other authorized deductions, have also been processed correctly and in accordance with our policies and the agreements in place with our employees.

Respectfully Submitted  
Geri Geldart  
December 6, 2023



# YCC KPI Dashboard - Q2 23/24

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

## Quality of Life - Resident Survey SQLI - Most recent data - Dec 2022

	2019	2021	2022	Rank	Progress
Personal Control (max 25)	15.1	17.0	16.0	<span style="color: orange;">●</span>	↓
Staff Responsiveness (max 25)	17	18.5	17.5	<span style="color: orange;">●</span>	↓
Social Life (max 30)	14.5	14.0	11.5	<span style="color: red;">●</span>	↓
Food (max 9)	5.1	5.0	5.3	<span style="color: orange;">●</span>	↑
Caring Staff (max 14)	8.7	8.8	7.9	<span style="color: orange;">●</span>	↓

## Family Survey - International SQLI - Most recent data - Dec 2022

	SQLI	YCC	Rank	Progress
Family Survey - Trust the staff (SQLI comparator)	88.0	100.0	<span style="color: green;">●</span>	↑
Family survey - Average Score - (SQLI comparator)	87.0	94.0	<span style="color: green;">●</span>	↑

## Quality of Care NEW

	Q4 22/23	Q1 23/24	Q2 23/24	Target	Progr/Rank
Antipsychotics-no Dx psychosis (%)	7	4	5	18	↓
Residents with Pain (% of residents)	7	3	4	5	↓
Residents with Worsened Pain (%)	12	14	5	12	↑
Behavioral Symptoms Improved	10	7	12	10	↑
Behavioral Symptoms Worsened	10	11	8	10	↑
Symptoms of Depression Worsened	21	20	21	18	↓
Falls in last 30 days (% of residents who)	18	22	18	20	↑
Falls with injury - now only reporting major	0	0	1%	TBD	
0	N/A	0	0		
New Pressure Ulcer	4	2	2	3	↔
Pressure Ulcer Worsened	3	2	2	3	↔
Physical Restraints (%)	18	20	22	14	↓
Hospitalizations (%) Now includes those	4	5	4	3	↑
COVID - Days on Outbreak Status	32	23	10	0	↑
COVID - % Residents Fully Vaccinated	52	76	88	98	↑

Dashboard Updated on 01 November, 2023 by Geri Geldart

## Resident & Family Survey - YCC NEW Survey conducted in Summer 2023

	2021	2023	Target +3%	Progress
Resident Overall Rating (% scoring 3 or greater)	4.3	4.1	4.4	↓
Resident - Enjoy Meal Times	3.9	4.1	4.0	↑
Resident - Meaningful Activities	3.7	3.3	3.9	↓
Family Overall Rating (% scoring 3 or greater)	4.5	4.3	4.6	↓

## Quality of Worklife NEW

	Q1 23/24	Q2 23/24	Target	Progress
Corporate Comms keeps me informed -% agree	67.0	60	80	↓
YCC is a great place to work- % agree (new question)	72.0	70	80	↓
Satisfied with my job -% agree (new question)	77.0	72	80	↓
Recommend as a place to work- % agree (new question)	73.0	68	80	↓

## Human Resource Indicators NEW

	Q4 22/23	Q1 23/24	Q2 23/24	Target	Progress
Care hrs short per day	60	41	93	0	↓
RN hrs act to standard (%) in quarter	101	94	74	100	↓
Retention Rate -12 month look-back (%)	72	72	73	85	↑
Resignations in 1st year employed	7	8	8	< 5	↔
Sick time / 1957 paid hours (std)	13.3	12.7	14.3	13	↓
Overtime % of Pd Hrs in quarter	6.5	5.3	7.7	4.0	↓
Worksafe Claims in quarter	0	1	2	0	↓

## Financial & Support Indicators NEW

	Q4 22/23	Q1 23/24	Q2 23/24	Target	Progress
YCC YTD Expense Budget to Act Var \$	203,871	159,551	418,796		
YCC YTD Net Surplus(Deficit) \$	236,057	190,874	430,178		
YC Foundation - Net Profit Calendar Sep	6,430	23,036	30,669	29,340	↑
YTD Vacant Bed Day Penalty \$	4,750	2,125	6,750	1,500	↓
YTD Food Cost per Resident Day \$	11.21	12.26	12.32		

## Operating Plan NEW

	Q1 23/24	Q2 23/24	Target	Progress
% Objectives achieved	11%	23%	30%	↑
% Objectives Falling Behind	2%	11%		↓

**Finance Committee Chair's Summary Report to Board of Directors  
6 months ending on September 30, 2023**

- The Finance Committee met on December 4, 2023.
- Reviewed the August 31 monthly financial reports and the September 30, 2023 quarterly financial reports.
- Recommended that the financial reports for August 31 and for September 30, 2023 be presented to the Board of Directors.
- The total year to date surplus is \$502,000 (\$430,000 is at YCC) which is about 3.78 % of the cumulative revenue of \$13.3 million.

**Summary of unrestricted financials as of September 30, 2023:**

<b>Company</b>	<b>Unrestricted Cash Balance</b>	<b>Payables/Accruals</b>	<b>Surplus(deficit)</b>
York Care Centre	\$1,800,000	\$3,300,000	\$430,000
York Developments Inc.	300,000	124,000	47,000
CIRA	496,000	54,000	25,000
York County Properties	449,000	2,000	0
<b>Totals</b>	<b>\$3,045,000</b>	<b>\$3,480,000</b>	<b>\$502,000</b>

**Observations:**

- All companies have a cash balance
- All payables can be paid as they become due
- All companies are in a breakeven or in a surplus position
- Surplus at YCC can be attributed to challenges in filling care positions (\$367,000) and a surplus in heating (\$66,000). The surplus in heating is expected to be eroded during the winter months to March 31, 2024.
- The Committee agreed that the financial reports need to be streamlined for the Finance Committee's and the Board of Directors purposes. Work will begin during the next quarter.

Pierre LeBlanc, Chair  
Finance Committee  
2023-12-06

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

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
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
<b>TOTAL CURRENT ASSETS</b>	<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)
<b>TOTAL FIXED ASSETS</b>	<u>16,041,090.32</u>	<u>16,249,325.57</u>	<u>(208,235.25)</u>
<b>TOTAL ASSETS</b>	<u>18,768,476.89</u>	<u>18,040,504.23</u>	<u>(727,972.66)</u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
PAYABLES & ACCRUALS	3,260,494.20	3,401,583.09	(141,088.89)
DEFERRED REVENUE	83,801.74	87,399.92	(3,598.18)
<b>TOTAL CURRENT</b>	<u>3,344,295.94</u>	<u>3,488,983.01</u>	<u>(144,687.07)</u>
<b>LONG TERM</b>			
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)
<b>TOTAL LIABILITIES</b>	<u>15,021,218.94</u>	<u>15,231,276.92</u>	<u>(210,057.98)</u>
<b><u>FUND BALANCES</u></b>			
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
<b>TOTAL FUNDS</b>	<u>402,962.01</u>	<u>320,244.30</u>	<u>82,717.71</u>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<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	
<b>REVENUE</b>					
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	
<b>TOTAL REVENUE</b>	<b>\$2,027,693</b>	<b>\$2,034,367</b>		<b>-\$6,674</b>	
<b>OPERATING EXPENSES</b>					
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.
<b>Mortgage / Loan Payments</b>					
	\$257,804	\$259,258		\$1,454	Under expend \$1,454 due to timing of new year Capital purch
<b>TOTAL EXPENSES</b>	<b>\$1,947,438</b>	<b>\$2,070,597</b>		<b>\$123,160</b>	
<b>NET SURPLUS (DEFICIT)</b>	<b>\$80,255</b>	<b>-\$36,231</b>		<b>\$116,486</b>	

**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
<b>REVENUE AND RECOVERIES</b>								
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
<b>TOTAL REVENUE AND RECOVERIES</b>	<b>\$12,714,626</b>	<b>\$12,229,163</b>	<b>\$12,212,648</b>	<b>\$16,515</b>		<b>\$24,313,573</b>	<b>\$24,300,817</b>	<b>\$12,756</b>
<b>OPERATING EXPENSES</b>								
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
<b>TOTAL EXPENSES</b>	<b>\$12,129,995</b>	<b>\$11,798,965</b>	<b>\$12,217,781</b>	<b>\$418,796</b>		<b>\$24,300,816</b>	<b>\$24,300,816</b>	<b>\$0</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$584,631</b>	<b>\$430,178</b>	<b>-\$5,133</b>	<b>\$-435,311</b>		<b>\$12,757</b>	<b>\$1</b>	<b>\$12,756</b>
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
<b>REVENUE</b>						
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
<b>TOTAL REVENUE</b>	<b>127,882</b>	<b>123,412</b>	<b>4,470</b>	<b>762,477</b>	<b>742,337</b>	<b>20,140</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
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)
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
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
<b>MAINTENANCE</b>						
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
<b>ADMINISTRATION</b>						
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
<b>CAPITAL</b>						
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)
<b>TOTAL OPERATING EXPENSES</b>	<b>118,936</b>	<b>120,801</b>	<b>1,865</b>	<b>715,301</b>	<b>744,467</b>	<b>29,166</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>8,946</b>	<b>2,612</b>	<b>6,334</b>	<b>47,176</b>	<b>(2,131)</b>	<b>49,306</b>
<b>LESS: TRANSFER TO</b>						
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
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
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>
<b>CAPITAL ASSETS</b>			
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>
<b>TOTAL ASSETS</b>	<u><u>511,558.14</u></u>	<u><u>548,945.37</u></u>	<u><u>(37,387.23)</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
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>
<b><u>FUND BALANCES</u></b>			
<b>FUND BALANCES</b>			
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>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<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**

	<b>CURRENT MONTH</b>	<b>BUDGET MONTH</b>	<b>ACTUAL VS BUDGET</b>	<b>ACTUAL YTD</b>	<b>BUDGET YTD</b>	<b>ACTUAL VS BUDGET</b>
<b>REVENUE</b>						
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
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>58,081</b>	<b>50,180</b>	<b>7,900</b>	<b>314,076</b>	<b>319,191</b>	<b>(5,115)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
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)
<b>ADMINISTRATION</b>						
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
<b>PROJECT RELATED EXPENDITURES</b>						
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
<b>TOTAL EXPENSES</b>	<b>46,397</b>	<b>50,107</b>	<b>3,710</b>	<b>288,776</b>	<b>319,633</b>	<b>30,857</b>
<b>NET EARNINGS (LOSS)</b>	<b>11,684</b>	<b>74</b>	<b>11,610</b>	<b>25,300</b>	<b>(442)</b>	<b>25,742</b>

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**

	<b>CURRENT MONTH</b>	<b>BUDGET MONTH</b>	<b>VAR ACTUAL VS BUDGET</b>	<b>ACTUAL YTD</b>	<b>BUDGET YTD</b>	<b>VAR ACTUAL VS BUDGET</b>
<b>REVENUE</b>						
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
<b>OPERATING EXPENSES:</b>						
<b>SALARIES &amp; BENEFITS</b>						
	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDING &amp; GROUNDS</b>						
PROPERTY TAXES	\$0	\$0	\$0	\$299	\$299	\$0
	\$0	\$0	\$0	\$299	\$299	\$0
<b>ADMINISTRATION</b>						
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

2023 -  
2025



# Communication Strategy 2023 - 2025

# COMMUNICATION STRATEGY

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A consistent and purposeful communication strategy for the York Care Centre group of companies is essential to achieve the goals defined in the Strategic Plan 2020 – 2025, by sharing messages regarding the work we carry out and by being recognized as leaders in the long-term care sector.

The following objectives collectively aim to elevate our organizational presence, build trust, attract talent, and build our brand in the community.

1. To increase recognition and awareness of our organization, we will execute targeted campaigns highlighting the scope of our services.
2. To foster trust in our services, we will communicate success stories and testimonials.
3. To share our vision and strategies, we will utilize a variety of channels to regularly communicate our strategic plan.
4. To attract and retain top talent, we will highlight our culture and career opportunities.
5. To establish a strong, recognizable brand, we will create a cohesive narrative, reflecting our values, to ensure consistent messaging across all channels.

# TARGET AUDIENCES AND PRIMARY MESSAGES

Over the next two years, our strategy will focus on the following audiences:

<b>Audience</b>	<b>Primary Messages</b>
<b>Residents and Families</b>	<ul style="list-style-type: none"> <li>• Welcome to York Care Centre.</li> <li>• Scope of services, key people and policies.</li> <li>• Activities and events providing opportunities for family engagement.</li> <li>• Operational changes (visiting, infection control).</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>• General news</li> <li>• Strategic plan and operating plan</li> <li>• New policies/programs</li> <li>• Opportunities – jobs, education, activities, fun events</li> <li>• Recognition</li> <li>• Quality of care and service</li> <li>• Accomplishments</li> <li>• Research activity</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Highlight our mission, service, events and achievements with a focus on building awareness and trust.</li> <li>• Employee recruitment messages highlighting culture and opportunity.</li> <li>• Volunteer recruitment messages highlighting opportunities to contribute.</li> <li>• Fundraising support highlighting accomplishments, events and opportunities to contribute.</li> <li>• Marketing of new programs, such as Adult Day Program.</li> <li>• Sharing of research outcomes.</li> </ul>
<b>Government (provincial, municipal, schools)</b>	<ul style="list-style-type: none"> <li>• Communication which highlights accomplishments and challenges.</li> <li>• Highlight opportunities for collaboration with schools.</li> </ul>

## CHANNELS

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Over the next two years, our priority will be to develop and utilize the following channels to share our primary messages.

<b>Channel</b>	<b>Target Audience</b>	<b>Objectives / Primary Messages</b>
Website	<ul style="list-style-type: none"> <li>• Families</li> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Scope of service</li> <li>• Updates</li> <li>• Activities and events</li> </ul>
Email	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Families</li> <li>• Potential Donors</li> </ul>	<ul style="list-style-type: none"> <li>• Updates</li> </ul>
Social Media	<ul style="list-style-type: none"> <li>• Community</li> <li>• Residents and Families</li> <li>• Supporters / Donors</li> </ul>	<ul style="list-style-type: none"> <li>• Activities and events</li> <li>• Volunteer and employment recruitment</li> <li>• Building awareness and trust</li> </ul>
Electronic Display Boards	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Residents / Families</li> </ul>	<ul style="list-style-type: none"> <li>• Activities and events</li> <li>• Accomplishments</li> </ul>
Family Advocacy Meetings	<ul style="list-style-type: none"> <li>• Families</li> </ul>	<ul style="list-style-type: none"> <li>• Scope of services, key people and policies</li> <li>• Activities and events providing opportunities for family engagement.</li> <li>• Operational changes (visiting, infection control)</li> </ul>
Resident Handbook	<ul style="list-style-type: none"> <li>• Residents and Families</li> </ul>	<ul style="list-style-type: none"> <li>• Welcome to York Care Centre</li> <li>• Scope of services, key people and policies</li> </ul>
Newsletters	<ul style="list-style-type: none"> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• General news</li> <li>• New policies/programs</li> <li>• Opportunities – jobs, education, activities, fun events</li> <li>• Recognition</li> </ul>
Formal Documents	<ul style="list-style-type: none"> <li>• Community</li> <li>• Donors</li> </ul>	<ul style="list-style-type: none"> <li>• Annual reports for YCC and YCF</li> <li>• Program specific pamphlets and brochures.</li> </ul>

## **2023 – 2025 PRIORITIES**

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1. Continue to use and develop standard branded communication tools (email advisories, poster formats, newsletter format, PowerPoint standard, etc)
2. Continue to use social media to promote awareness and foster trust.
3. Complete the development and distribution of the Resident Handbook in 2023.
4. Introduce Virtual Family Advocacy Meetings in 2023, in addition to the regular in-person meetings.
5. Develop a twelve-month rolling content calendar to support strategic communication.
6. Develop marketing strategies for major fundraising events (golf tournament and Fall Dinner).
7. Introduce a communication strategy to support staff recruitment.
8. Introduce a communication strategy to support volunteer recruitment.
9. Complete a website refresh in 2024.
10. Introduce Staff E-boards in 2024.

## **RESOURCE REQUIREMENTS**

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Most resources required to support this plan are currently available, or in the current year budget, including:

1. Staff – Marketing and Communications Coordinator has been hired.
2. Software – graphic design
3. Social media accounts
4. Website Refresh - \$20,000 in current year budget
5. Equipment – photography, display monitors
6. Advertising budget

# Board Effectiveness

*November 2023*

## Leading the Organization



# Our Role On The Board...




*The secret of change is to focus all of your energy on  
not fighting the old but on building the new.*

Socrates



# The 12 principles of Governance that power exceptional boards



1. Constructive Partnership
2. Mission Driven
3. Strategic Thinking
4. Culture of Inquiry
5. Independent Mindedness
6. Ethos of Transparency
7. Compliance with Integrity
8. Sustaining Resources
9. Results Oriented
10. Intentional Board Practices
11. Continuous Learning
12. Revitalization



# What Boards do / don't do...



## Must

Provide Strategic Direction (goals and priorities)

Provide Stewardship and Operational Oversight

Performance Management and Development of the ED/CEO

## May

Fundraise

Advocate

Lobby

Deliver Services or Programs

## Must Not

Micromanage or Interfere with Staff

Act against policies or decisions that have Board approval

Waste time on unimportant issues



# Recue - Board Responsibilities and Duties



## Fiduciary Duties

Act in the organizations best interest

Obligation of loyalty and diligence

Duty of compliance

Standard of care

## Stewardship

Defining Mission, Vision and Values

Setting the Strategic Direction

Providing oversight and control

Human Resources (support and oversight)

Financial (oversight and compliance)

Risk Management

Ethical (conflict of interest, code of conduct, etc.)



# Board's Role – “Nose In, Fingers Out”



	Board's Roles	Management's Roles
<i>Strategic Goals and Priorities</i>	Select, evaluate and support the CEO	<ul style="list-style-type: none"> <li>- Run the organization in line with board direction</li> <li>- Keep the board educated and informed</li> <li>- Seek the board's counsel</li> </ul>
<i>Operational Oversight</i>	Approve high-level organizational goals and policies	<ul style="list-style-type: none"> <li>- Recommend goals and policies, supported by background information</li> </ul>
<i>Performance Management and Development of the Executive Director</i>	Make major decisions	<ul style="list-style-type: none"> <li>- Frame decisions in the context of the mission and strategic visions, and bring the board well-documented recommendations.</li> </ul>
	Oversee management and organizational performance	<ul style="list-style-type: none"> <li>- Bring the board timely information in concise, contextual, or comparative formats</li> <li>- Communicate with candor and transparency</li> <li>- Be responsive to requests for additional information</li> </ul>
	Act as external advocates and diplomats in public policy, fundraising and stakeholder/community relations	<ul style="list-style-type: none"> <li>- Keep the board informed, bring recommendations, and mobilize directors to leverage their external connections to support the organization</li> </ul>

*Distinguishing Governance from Management*, by Barry S. Bader, publisher of *Great Boards*



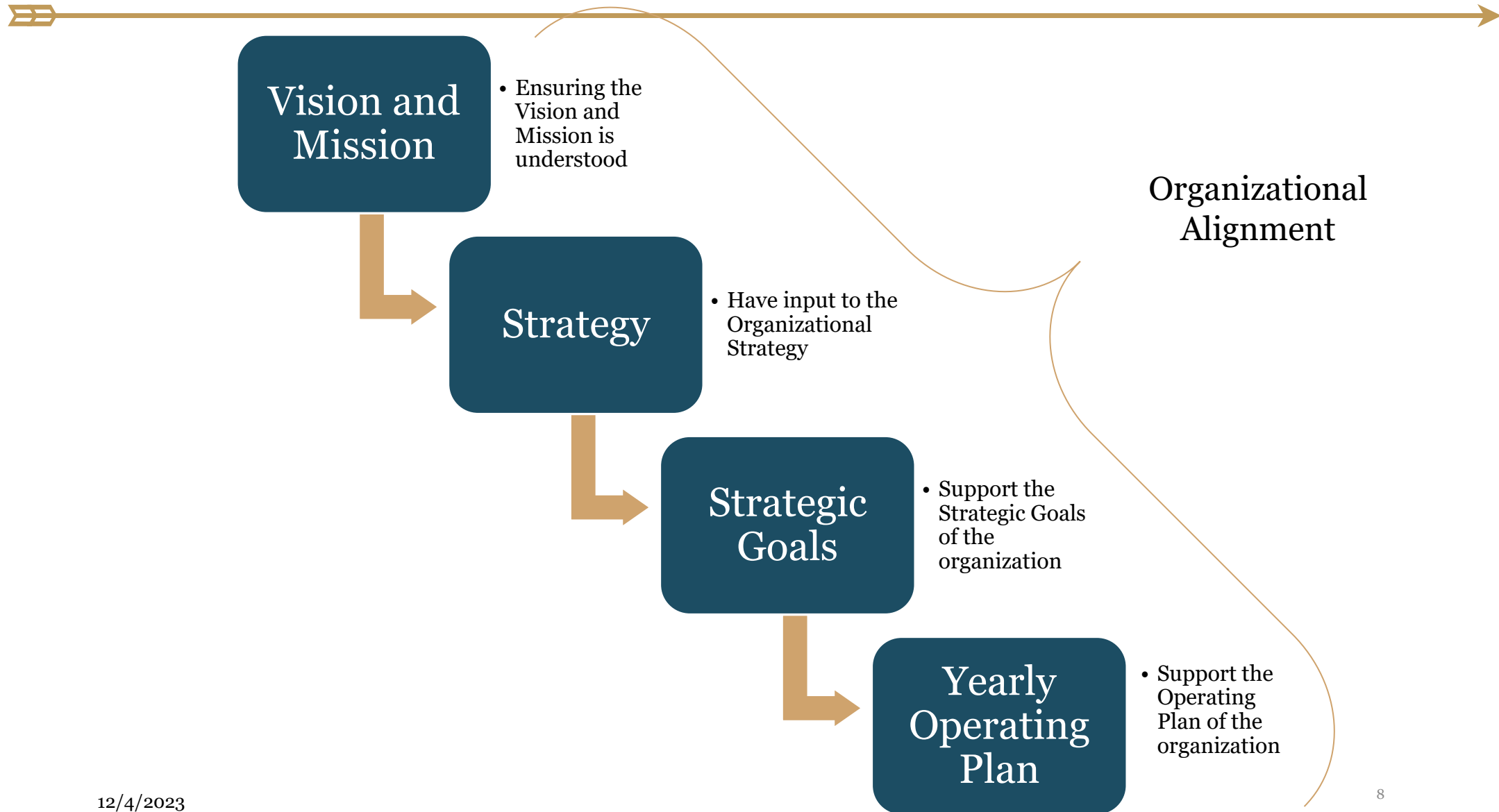
# Strategic Goals and Priorities



Board's Role	Executive Officer's Role
Establish Mission, Vision, Values and Strategic Plan	Sharing with staff- new and onboarding process (performance management)
Set Strategic priorities alongside Executive Director	Sharing with public and stakeholders (manage relationships day-to-day)
Raising awareness of who stakeholders are and maintain communication with them	Showing results as well as presenting relevant data (ie: policy development)
Long-term sustainability (ie: finance and other asset groups)	Executing and developing the plan (mitigating risk)
Identify strategic risks	Provide input (research) and contextualize strategic plan
Identify needs and opportunities	Implement and track performance of operational plan



# For The Purpose Of Organizational Alignment



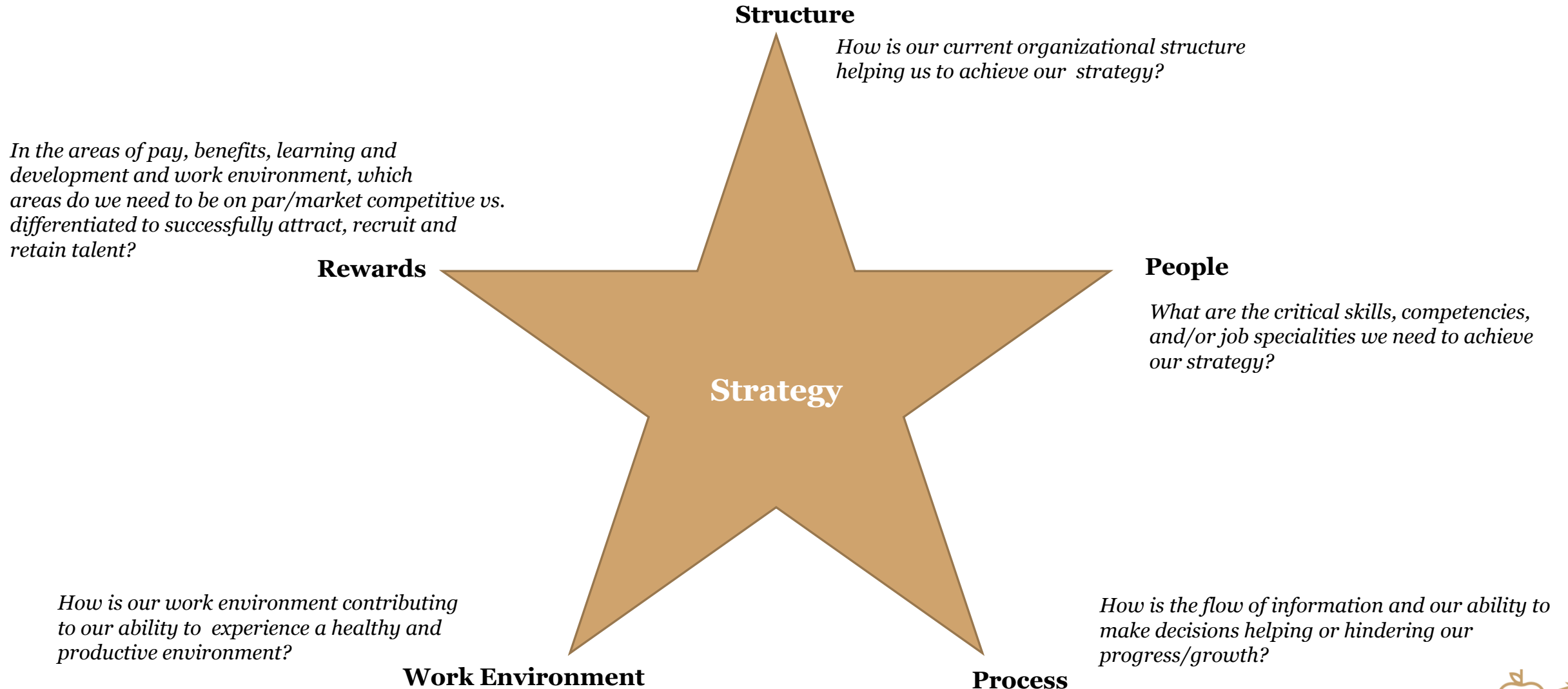
# Operational Oversight



Board's Role	Executive Officer's Role
Hold Executive Director accountable (mandate)	Performance management and professional development of the team(exit interviews)
Balanced scorecard	Management (oversight of team)
Operational Plan tracking (alignment with the strategic plan)	Ensure outcomes are met
Approve policies	Policy development and research
	Establish operational plan and enforce it
	Advise board and mitigate risk
	Day-to-day financial monitoring



# Star Model – Strategy Execution requires aligning Operational Elements



# Steps for effective execution of strategy



1. Execution must be tied with the vision and values of the organization.
2. Organization must focus on a few key strategies to execute.
3. A complete guiding coalition of good leaders demonstrating personal commitment and execution of results.
4. All of the major strategies and objectives of the organization must be fully aligned. When priorities are confusing or at odds, it leads to failure.
5. Create systems and processes to ensure repeatable success.
6. Over-communicate the goals and priorities to be sure that the entire organization is aligned and focused on the most important things.
7. Provide training, support, resources and help necessary to allow people to be successful in executing the key objectives.
8. Expect the unexpected. Adjust and innovate continuously in response to the marketplace and the customer to ensure the organization is still focused on executing to the appropriate objectives.
9. Praise, reward and recognize those that demonstrate the desired behaviors and actions. Deal quickly and decisively with any person in the organization that is unwilling or unable to execute the key strategies.

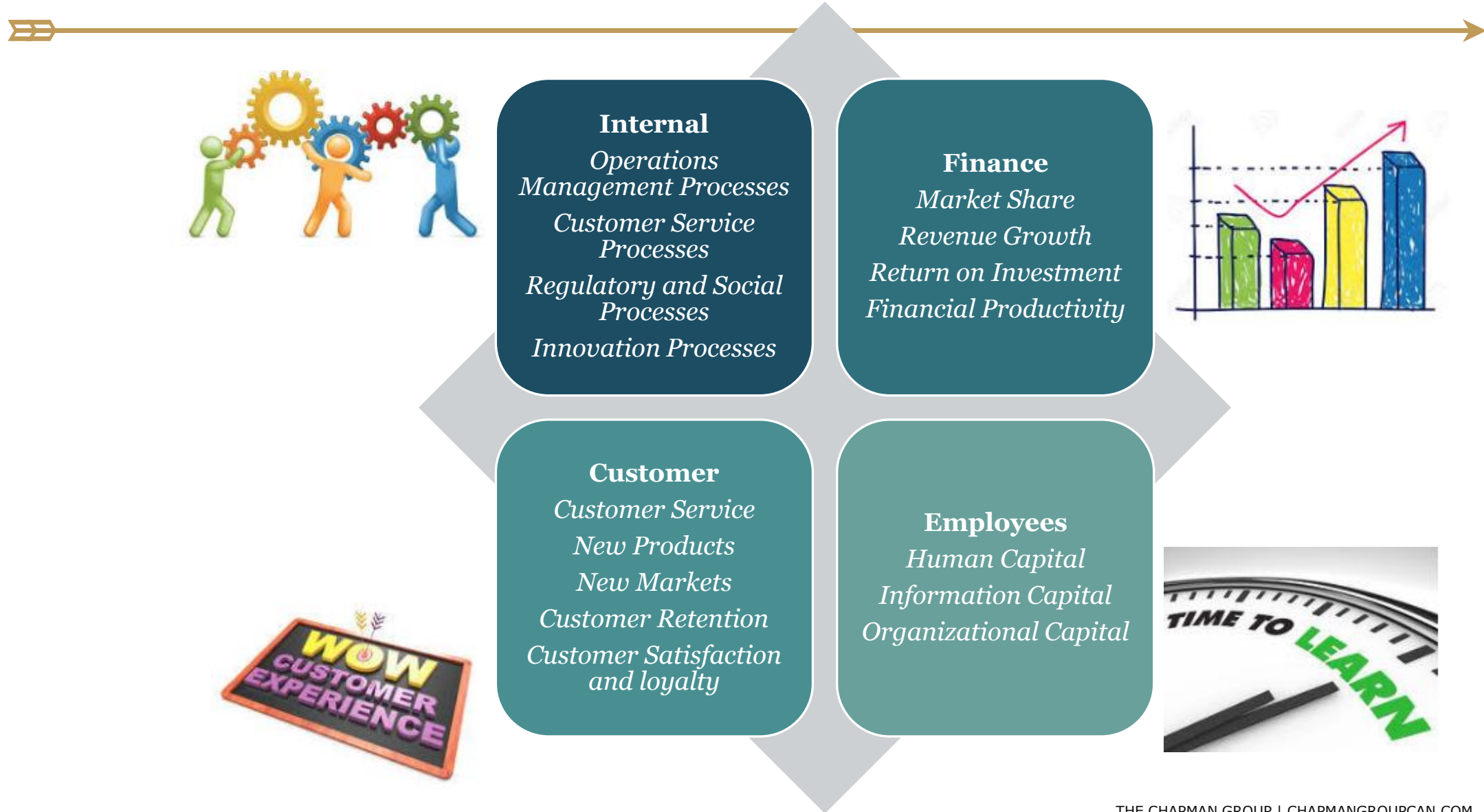


# Performance Management and Employee Development

Board's Role	Executive Officer's Role
Approval of performance management policy and support	Execution: managing and monitoring
Direct input into evaluation of Executive Director and staff	Address performance management concerns (ie: HR, etc.)
Succession planning and capacity building	New hires (training, performance reviews, analysis of retention)
Training, Performance Review of Executive Director	Update board on performance and maximize resources to meet goals
Interim check in and yearly performance evaluation	



# Balanced Scorecard Approach



# Bottom Line - Board's Role



## Seven *Guiding* Questions

Is it big?

Is it about the future?

Is it core to the mission?

Is a high-level policy decision needed to resolve a situation?

Is a red flag flying?

Is a watchdog watching?

Does the CEO want and need the board's support?

*Distinguishing Governance from Management*, by Barry S. Bader, publisher of *Great Boards*



# Q & A



Tanya Chapman  
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## Board of Directors - 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** is a summary of the Board of Directors' accomplishments from the previous year, as well as any issues which were considered / addressed.

**Section 2** is a list of issues which might be of interest / concern to the Committee when planning for the upcoming year.

**Section 3** is a proposed workplan for the Board. This is draft should be discussed at the October meeting of the Board.

### **Section 1 - Issues and Accomplishments from 2022/23**

- Board orientation session
- Bylaws Updated.
- Strategic Plan Refresh completed.
- Committee Terms of Reference updated.
- Code of Ethics and Professional Conduct approved.
- Quality Framework approved.
- Launched international recruitment.
- Return / launch of Foundation events – Gala, Bingo, Breakfast
- Memory Lane Recognition event
- Response to NB Seniors' Advocate Report
- Policy change to permit tenants of independent housing to have home care services.
- Correspondence to DSD regarding management salary funding.
- Monitoring of COVID outbreaks and impact on organization.
- Discussion regarding privacy of resident personal health information.

### **Section 2 - Items to Consider for Upcoming Year.**

- Discussion regarding Director responsibilities and topics for board education / orientation.
- Board evaluation results – avg scores for each element ranged between 73 – 85% - reflecting some variability in opinion. Lowest scores reflect concerns with directors understanding their responsibilities, not being familiar with the organization's goals, not having a level of comfort which would allow members to challenge strategies and plans or to express a difference of opinion, and not being clear on the organization's history and traditions. These results suggest there are two issues – directors' comfort with each other and directors orientation/education is insufficient. There were also concerns that not enough time is available for closed sessions of the board – which on its own raises a concern.
- Understanding of the Policy Governance (Carver) model is varied, as evidenced during board policy review discussions.
- Management will be assessing factors related to our non-profit housing programs. The board may wish to consider how aggressive they wish to be in this market.
- CEO Evaluation methodology – including performance objectives identified in advance.

### Section 3 - Proposed Workplan

Meeting	Date	Reports and Documents
Q1	<ul style="list-style-type: none"> <li>Monday, October 2, 2023 @ 5:30</li> <li>This meeting may need to be rescheduled as it falls on the day that Truth and Reconciliation will be recognized.</li> </ul>	<ul style="list-style-type: none"> <li>Committee Reports</li> <li>Potential to discuss Board Orientation / Education plans.</li> <li>Report from the President and CEO <ul style="list-style-type: none"> <li>Q1 Operating Plan Progress Report</li> <li>Q1 KPI Dashboard</li> </ul> </li> <li>Report from YCF Chair</li> <li>Review of Annual Workplan</li> <li>Consider new board member appointments</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Monday, December 11, 2023 @ 5:30</li> </ul>	<ul style="list-style-type: none"> <li>Committee Reports</li> <li>Review the NB Seniors Advocate Review of LTC</li> <li>Report from the President and CEO <ul style="list-style-type: none"> <li>Q2 Operating Plan Progress Report</li> <li>Q2 KPI Dashboard</li> </ul> </li> <li>Presentation of Communication Plan</li> <li>Report from YCF Chair</li> <li>Possible Christmas Event - ?</li> </ul>
Q3	<ul style="list-style-type: none"> <li>Monday, February 19, 2024 @ 5:30</li> <li>This meeting will need to be rescheduled as it falls on the Family Day Stat holiday.</li> </ul>	<ul style="list-style-type: none"> <li>Committee Reports</li> <li>Report from the President and CEO <ul style="list-style-type: none"> <li>Q3 Operating Plan Progress Report</li> <li>Q3 KPI Dashboard</li> </ul> </li> <li>Review of Potential YCF Projects</li> <li>Report from YCF Chair</li> <li>CEO Performance Review</li> </ul>
March (Budget)	<ul style="list-style-type: none"> <li>Monday, March 25, 2024 @ 5:30</li> </ul>	<ul style="list-style-type: none"> <li>Approval of Annual Budget</li> </ul>
Q4	<ul style="list-style-type: none"> <li>Monday, May 13, 2024 @ 5:30</li> </ul>	<ul style="list-style-type: none"> <li>Committee Reports</li> <li>Report from the President and CEO <ul style="list-style-type: none"> <li>Q4 Operating Plan Progress Report</li> <li>Q4 KPI Dashboard</li> </ul> </li> <li>Presentation of Risk Management Plan</li> <li>Presentation of Employee Engagement Framework</li> <li>Operating Plan 2024-25</li> <li>Report from YCF Chair</li> </ul>
June	<ul style="list-style-type: none"> <li>Monday, June 17, 2024 @ 5:30</li> </ul>	<ul style="list-style-type: none"> <li>Governance and Audit Committee Report</li> <li>Auditing Process &amp;</li> <li>Appointment of Auditors</li> <li>Board Appointments</li> <li>Board Evaluation</li> <li>Draft Annual Report</li> <li>Presentation on "Becoming a Centre of Excellence"</li> <li>YCF Annual Report</li> <li>Meeting Schedule</li> </ul>
AGM (June)	<ul style="list-style-type: none"> <li>Monday, June 17, 2024</li> </ul>	<ul style="list-style-type: none"> <li>Audited &amp; Unaudited Year End Financial Statements</li> <li>Auditors Report</li> <li>Appointment of Auditors</li> <li>Board Appointments for 24/25</li> <li>Annual Report 2023/24</li> </ul>

2023/2024

## Board & Committee Meeting Schedule

September/October 2023 – 1st Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	5-Sept	4:00	Tues, Aug 29th	T. Burkhardt	Justine
Care Services	Thursday	14-Sept	4:00	Friday, Sept 8th	Lyne St-Pierre-Ellis	Jamie
Finance & Administration	Monday	25-Sept	5:30	Wed, Sept 20th	Pierre LeBlanc	Heather/Shelley/Michel
Governance & Audit	Thursday	28-Sept	5:00	Friday, Sept 22nd	Deborah Wybou	Geri
Board of Directors	Tuesday	03-Oct	5:30	Wed, Sept 27th	Marjorie Belzile	Geri
NOVEMBER/DECEMBER 2023 – 2 <sup>ND</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	28-Nov	4:00	Wed, Nov 22nd	T. Burkhardt	Justine
Care Services	Thursday	30-Nov	4:00	Friday, Nov 24th	Lyne St-Pierre-Ellis	Jamie
Finance & Administration	Monday	4-Dec	5:30	Wed, Nov 29th	Pierre LeBlanc	Heather/Shelley/Michel
Governance & Audit	Thursday	7-Dec	5:00	Friday, Dec 1st	Deborah Wybou	Geri
Board of Directors	Monday	11-Dec	5:30	Wed, Dec 6th	Marjorie Belzile	Geri
JANUARY/FEBRUARY 2024 – 3 <sup>RD</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	30-Jan	4:30	Wed, Jan 24th	T. Burkhardt	Justine
Care Services	Thursday	1-Feb	4:00	Friday, Jan 26th	Lyne St-Pierre-Ellis	Jamie
Governance & Audit	Thursday	8-Feb	5:00	Friday, 2nd	Pierre LeBlanc	Geri
Finance & Administration	Monday	12-Feb	5:30	Thursday, Feb 8th	Deborah Wybou	Heather/Shelley/Michel
Board of Directors	Tuesday	20-Feb	5:30	Wed, Feb 14th	Marjorie Belzile	Geri
MARCH 2024 – Budget Meeting				Package Distribution	Committee Chair	Executive Lead(s)
Finance & Administration	Monday	18-Mar	5:30	Thursday, Mar 14th	Pierre LeBlanc	Heather/Shelley/Michel
Board of Directors	Monday	25-Mar	5:30	Thursday, Mar 21st	Marjorie Belzile	Geri
APRIL/MAY 2024 – 4 <sup>TH</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	23-Apr	4:30	Wed, April 17th	T. Burkhardt	Justine
Care Services	Thursday	2-May	4:00	Friday, April 26 <sup>th</sup>	Lyne St-Pierre-Ellis	Jamie
Governance & Audit	Thursday	25-Apr	5:00	Thurs, April 18th	Deborah Wybou	Geri
Finance & Administration	Monday	6-May	5:30	Wed, May 1st	Pierre LeBlanc	Heather/Shelley/Michel
Board of Directors	Monday	13-May	5:30	Wed, May 8th	Marjorie Belzile	Geri
JUNE 2024				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Monday	10-Jun	5:00	Thursday, June 6th	Deborah Wybou	Geri
Board of Directors	Monday	24-Jun	5:30	Thursday, June 20th	Marjorie Belzile	Geri
Annual General Meeting	Monday	24-Jun	6:30	Thursday, June 20th	Marjorie Belzile	Geri

## **Report from the YCF Board Chair to the YCC Board of Directors December 11, 2023**

### **1. Laugh For Care Dinner**

- The dinner was held on October 28<sup>th</sup>. Attendees were very pleased with the event and the entertainer. We would have preferred a sell-out event but with over 200 tickets sold, the event was a financial success.

### **2. Community Breakfast**

- Thank you to those of you who volunteered at this event. On November 25<sup>th</sup> we served over 400 breakfasts. Again – for such a short commitment of time, we were very pleased with our results, raising over \$2300.

### **3. Christmas Wreaths**

- The wreath campaign wrapped up on Dec 3<sup>rd</sup>. A total sell-out with 600 wreaths sold by Foundation board members.

### **4. Board Member Changes**

- We have welcomed two new board members recently:
  - i. Reymer Salvador who is familiar to many of you as the former Marketing and Communication Coordinator at York Care Centre, and
  - ii. Sonya Gilks, a former member of the York Care Centre Board of Directors.

### **5. Sad News**

- We were very sad to hear that Paul Wentzell had passed away after a brief illness. Paul's volunteer service to the Fredericton community and York Care Foundation is truly remarkable and we will miss his kindness and his support.

Respectfully submitted,  
Hector Losier.