

## **Finance & Administration Committee**

**Meeting ID: 899 8019 7026**

**Passcode: 701679**

**Monday, February 12, 2024**

### **AGENDA**

- |  |                          |
|--|--------------------------|
| <b>1. Call to Order and Introductions</b>                          | P. LeBlanc               |
| <b>2. Declaration of Conflict of Interest</b>                      | P. LeBlanc               |
| <b>3. Approval of Previous Minutes – December 4, 2023*</b>         | P. LeBlanc               |
| <b>4. Business Arising from the Minutes</b>                        |                          |
| <b>5. Financial Statements- Q3- October 1 – December 31, 2023*</b> | H. Harris-Jones          |
| 5.1 York Care Centre, Inc.   |                          |
| 5.2 York Developments Inc.   |                          |
| 5.3 Centre for Innovation and Research in Aging Inc.               |                          |
| <b>6. New Business</b>   |                          |
| 6.1 Finance and Administration Q3 Report*                          | Kenny/Boyer/Harris-Jones |
| 6.2 Briefing Note: Depreciation Method*                            | H. Harris-Jones          |
| 6.3 Foundation Projects*   | G. Geldart               |
| 6.4 Preliminary Discussion on Changes to Quarterly Reporting       | P. LeBlanc               |
| <b>7. Other</b>  |                          |
| <b>8. Next Meeting</b>   |                          |
| Monday, March 18, 2024   |                          |

***\*Denotes attachment***



**Minutes of meeting of the Finance & Administration Committee  
at York Care Centre, 100 Sunset Drive, Fredericton, NB and virtual meeting  
on December 4, 2023 at 5:30pm**

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

Regrets: Kathy Palmer

Staff: Geri Geldart, Shelley Kenny, Michel Boyer, Heather Harris-Jones

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**1. Call to Order, Introductions 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. Geri Geldart introduced Heather Harris-Jones, the new Chief Financial Officer for York Care Centre. Heather started her employment on November 27<sup>th</sup>. The committee welcomed Heather to the role.

***It was moved by Deborah Wybou and seconded by Lyne St-Pierre-Ellis 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 - September 25, 2023**

The minutes of September 25, 2023 were reviewed by the committee.

***Motion:***

***It was moved by Deborah Wybou and seconded by Marjorie Belzile that the minutes of September 25, 2023 be accepted as amended.***

***All in favour.***

***Motion carried.***

#### **4. Business Arising**

##### **4.1 Annual Workplan**

G Geldart provided an update on the committee's annual workplan. Concerns regarding the committee's broad mandate will be discussed at the next Governance and Audit committee meeting. D Holt pointed out that the Committee membership needs to be updated under section 6.

#### **5. Financial Statements – for review and approval**

##### **5.1 Unaudited Financial Statements for the period ending August 31, 2023**

The unaudited financial statements for the period ending August 31, 2023 were included in the meeting package for information. No issues raised.

##### **5.2 Unaudited Financial Statements for the period ending September 30, 2023**

The unaudited financial statements for the month of September 2023 were included in the meeting package for information. Heather Harris-Jones presented an overview of the September YTD financial statements.

##### **York Care Centre Inc.**

Current revenue for the end of September showed a total revenue of \$2,027,693. Expenses were \$1,947,438. Surplus of \$80,255, with a year-to-date surplus of \$430,178.

- Main contributors to the surplus were underspending in salary and benefits \$386,000, and heating and utility \$66,000.
- Pierre questioned if any one-time purchases / improvements could be made to offset the underspend? Thirty new beds have been ordered. Department heads are considering their options.
- There was a discussion on the amount of detail provided on the reporting. Heather & Pierre will collaborate and bring this back to the committee for final approval.

##### **York Developments Inc.**

Current revenue: \$127,882, expenses are \$118,936 with a surplus of \$8,946. Year-to-date surplus \$47,176.

##### **CIRA**

Current revenue \$58,081, expenses are \$46,397 with a surplus of \$11,684. Year to date surplus \$25,300. The primary reason for the surplus is related to bank interest and the symposium funding.

##### **York County Properties**

Year-to-date total revenue and expenses is \$11,765. Surplus is \$0.

##### **Overall**

YCC, YDI and CIRA together are in an accumulated surplus position at on September 30, 2023 totalling \$502,654. The Committee would like the September reports included in the Board of Directors package.

**Motion:**

***It was moved by Wayne Snowden, seconded by Deborah Wybou that the Finance and Administration Committee recommend the unaudited financial Statements for August and September 2023 be accepted as presented to the Board of Directors for approval.***

***All in favour.***

***Motion Carried***

## **6.0 New Business**

### **6.1 Q2 Report – Finance and Administration**

The Q2 Report from staff was included in the agenda package. In addition, the staff provided verbal updates reflecting status up to September 30, 2023.

**Human Resources – S Kenny provided an update. Highlights include:**

- Significant recruitment and training is underway to address the staffing shortage in Care Services.
- A Resident Attendant course was offered in October / November.
- Temporary staffing agencies were engaged to provide additional staff.
- New schedules for the Resident Attendant staff have been introduced. The new schedules reduce the number of weekend shifts required. The number of full time positions has increased and the guaranteed portion of most part time positions has been increased. We have received positive feedback from the staff.
- IEN Recruitment – Two individuals from the Philippines recruitment effort have arrived and have started their employment.
- As a result of our successful recruitment efforts, we will be re-opening the resident beds which have been closed since September.
- We have experienced near crisis staffing shortages twice in the last 1.5 years. The senior team is considering how best to prevent such circumstances in the future. Actions include tracking weekly KPIs, developing forecasting tools and proactive hiring.

**Facilities, Building and Infrastructure – M Boyer provided an update which was included in the meeting package.**

- An upgrade to the wireless infrastructure is planned for December 12<sup>th</sup>.
- Damage from the flood at Sunset Dr cost \$30,000. Our deductible is \$25,000. It was decided to not claim through insurance.
- There was a discussion on cyber insurance. Cost is significant and it was not appropriate for our facility.

**Operating Plan – There was a brief discussion on the status report.**

- Improved lighting is being sourced for the outside of the facility.
- Serving food with an acceptable temperature – temperature audits were completed at every stage of the serving process. This process has revealed steps in the process which result in heat loss. The team are now considering process changes which would improve our ability to deliver food at an acceptable temperature.
- We have been awarded financing through CABHI to pilot a new system designed to improve the dining experience for residents by providing more choice at the point of

service. We are awaiting the official funding announcement before commencing.

**7. Other Items**

The committee moved to an in-camera session.

**8. Date of Next Meeting**

Monday, February 12, 2024 @ 5:30pm.

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

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Pierre LeBlanc, Chair

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Jennifer Vos, Recorder

**YORK CARE CENTRE INC.**  
**Statement of Financial Position**  
**12/31/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,813,975	1,819,479	-5,504
CASH - RESTRICTED FUNDS	83,351	77,454	5,897
ACCOUNTS RECEIVABLE			
- RESIDENTS	96,153	81,831	14,322
- DEPT of SOCIAL DEVELOPMENT	27,492	21,937	5,555
- HST	64,506	39,520	24,987
- OTHER	61,371	61,209	163
INVENTORIES	148,059	148,059	0
PREPAID EXPENSES	240,289	311,717	-71,428
LONG TERM RECEIVABLE	0	0	0
TOTAL CURRENT ASSETS	<u>2,535,197</u>	<u>2,561,205</u>	<u>-26,008</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0	0	0
LAND, BUILDING AND FURNITURE (Net)	<u>15,364,219</u>	<u>15,592,408</u>	<u>-228,189</u>
TOTAL FIXED ASSETS	<u>15,364,219</u>	<u>15,592,408</u>	<u>-228,189</u>
TOTAL ASSETS	<u><u>17,899,416</u></u>	<u><u>18,153,613</u></u>	<u><u>-254,198</u></u>
<b><u>LIABILITIES</u></b>			
CURRENT			
PAYABLES & ACCRUALS	3,162,599	3,054,380	-51,687
DEFERRED REVENUE	<u>71,302</u>	<u>75,468</u>	<u>-4,167</u>
TOTAL CURRENT	<u>3,233,901</u>	<u>3,129,848</u>	<u>-55,854</u>
LONG TERM			
LONG TERM DEBT	12,847,686	13,033,536	-185,850
DEFERRED CONTRIBUTIONS	<u>1,543,359</u>	<u>1,567,567</u>	<u>-24,208</u>
TOTAL LIABILITIES	<u>14,391,045</u>	<u>14,601,103</u>	<u>-210,058</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	66,306	65,383	923
UNRESTRICTED	-94,524	-94,249	-275
NET INCOME (LOSS) FOR PERIOD	<u>302,594</u>	<u>451,528</u>	<u>11,066</u>
TOTAL FUNDS	<u>274,356</u>	<u>422,662</u>	<u>11,714</u>
TOTAL LIABILITIES & FUNDS	<u><u>17,899,416</u></u>	<u><u>18,153,613</u></u>	<u><u>-254,198</u></u>

**YORK CARE CENTRE INC.**  
**Statement of Operations**  
**12/31/2023**

Description	Actual Previous YTD	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual
<b>REVENUE AND RECOVERIES</b>				
Operating Revenue	17,547,796	17,193,234	17,248,664	-55,430
Recurring Budget Amendments	0	0	0	0
Non-recurring Budget Amendments	279,954	140,685	126,915	13,770
Administration	348,242	345,523	330,177	15,347
Care Services	97,310	93,628	106,846	-13,218
Operations	247,568	265,455	245,697	19,758
Mortgage / Loan Payments	225,400	217,868	217,868	0
<b>TOTAL REVENUE AND RECOVERIES</b>	<b><u>18,746,270</u></b>	<b><u>18,256,395</u></b>	<b><u>18,276,168</u></b>	<b><u>140,227</u></b>
<b>OPERATING EXPENSES</b>				
Administration	3,085,216	2,944,238	3,050,865	1 106,626
Care Services	7,815,134	7,557,812	7,837,260	2 279,448
Operations	4,978,212	5,123,189	5,044,426	3 -78,763
Mortgage / Loan Payments	2,323,551	2,328,562	2,333,325	4 4,763
<b>TOTAL EXPENSES</b>	<b><u>18,202,113</u></b>	<b><u>17,953,801</u></b>	<b><u>18,265,875</u></b>	<b><u>312,075</u></b>
<b>NET SURPLUS (DEFICIT)</b>	<b><u>544,157</u></b>	<b><u>302,594</u></b>	<b><u>10,292</u></b>	<b><u>292,302</u></b>
Less: Transfer to replacement reserve		<u>2,475</u>	<u>0</u>	<u>-2,475</u>
(Increase) or Decrease in Operating Fund Accumulated Deficit		<u>300,119</u>	<u>10,292</u>	<u>294,777</u>

1. Lower due to lower overall Salary / Payroll Costs \$69.7K, Education / Conference Costs \$45.4K, Board / Legal Costs \$4.8K offset by higher Bad Debt \$14.2K, and Supply Costs \$3.1K.
2. Lower due to lower overall Salary Costs \$349.9K , offset by higher Supply Costs \$36.3K, Minor Equipment Costs \$18.2K, and higher Recruitment Costs \$16.8k.
3. Higher due to higher Supply Costs \$55.1K, Small Equipment \$40.5K, Consulting Costs \$28.7K, Computer /Ass. Costs \$19.0K Salary Costs \$10.9K, Events / Get Inspired \$6.1K offset by lower Utility / Building Maint. \$73.6K, Linen /Mattress \$9.0K.
4. Lower due to timing of new year Capital purchases \$4.8K.

**YORK DEVELOPMENT INC**  
**Statement of Financial Position - CONSOLIDATED**  
**12/31/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	326,791	349,768	-22,977
ACCOUNTS RECEIVABLE	30,817	36,684	-5,867
HST RECEIVABLE	1,384	614	769
PREPAID EXPENSES	15,924	27,063	-11,138
TOTAL CURRENT ASSETS	<u>374,917</u>	<u>414,129</u>	<u>-39,212</u>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	278,670	246,066	32,603
DEFERRED VACANCY SUBSIDY	45,496	45,293	203
TOTAL RESTRICTED CASH & DEPOSITS	<u>324,166</u>	<u>291,360</u>	<u>32,806</u>
<b>FIXED ASSETS</b>			
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	-4,305,932	-4,291,358	-14,574
TOTAL FIXED ASSETS	<u>2,019,485</u>	<u>2,034,060</u>	<u>-14,574</u>
TOTAL ASSETS	<u><u>2,718,568</u></u>	<u><u>2,739,549</u></u>	<u><u>-20,981</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	108,890	112,193	-3,303
DEFERRED REVENUE	18,198	21,560	-3,362
TOTAL CURRENT LIABILITIES	<u>127,088</u>	<u>133,753</u>	<u>-6,665</u>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,588,273	1,599,024	-10,751
TOTAL LONG TERM LIABILITIES	<u>1,588,273</u>	<u>1,599,024</u>	<u>-10,751</u>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	3,501	3,668	-167
TOTAL DEFERRED	<u>3,501</u>	<u>3,668</u>	<u>-167</u>
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	278,670	274,476	4,193
VACANCY SUBSIDY RESERVE	45,496	45,293	203
EARNED SURPLUS	642,619	645,619	-3,000
NET INCOME (LOSS) FOR PERIOD	32,921	37,715	-4,794
TOTAL EQUITY	<u>999,705</u>	<u>1,003,103</u>	<u>-3,398</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,718,568</u></u>	<u><u>2,739,549</u></u>	<u><u>-20,981</u></u>

YORK DEVELOPMENT INC  
Statement of Operations - CONSOLIDATED  
12/31/2023

	ACTUAL YTD	BUDGET YTD		VARIANCE
<b>REVENUE</b>				
RENTALS	567,214	567,582		-368
TENANT SUBSIDY	-17,041	-18,783		1,742
RENT SUPPLEMENT - SH	97,241	97,241		0
ADULT DAY PROGRAM FEES	83,306	113,850		-30,545
WASHER & DRYER REVENUE	8,174	8,325		-151
INTEREST INCOME	13,470	7,818		5,652
REVENUE - SD CARE HOURS	112,398	75,917		36,481
REVENUE - OTHER CARE HOURS	5,446	1,987		3,459
REVENUE - TENANT SERVICES	180,414	182,136		-1,722
AMORT OF DEFERRED CONTRIB (SD Funding)	56,542	56,543		-0
RECOVERY PROJECT WORKERS (Summer Students)	14,159	3,600		10,559
MISCELLANEOUS INCOME	23,220	20,349		2,871
<b>TOTAL REVENUE</b>	<b>1,144,543</b>	<b>1,116,565</b>	<b>1</b>	<b>27,978</b>
<b>OPERATING EXPENSES</b>				
<b>Wages &amp; Benefits</b>	406,650	380,687	2	-25,963
<b>Tenant / ADP Client Support (Food Costs)</b>	47,302	61,486	3	14,184
<b>Maintenance</b>	323,481	324,449	4	968
<b>Administration</b>	203,019	221,864	5	18,844
<b>Depreciation</b>	131,170	118,383	6	-12,787
<b>TOTAL OPERATING EXPENSES</b>	<b>1,111,623</b>	<b>1,106,869</b>		<b>-4,754</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>32,921</b>	<b>9,696</b>		<b>23,224</b>
LESS: TRANSFER TO				
REPLACEMENT RESERVE	18,000	/year		
REPLACEMENT RESERVE - SUPPORTIVE	18,000	/year		

Notes:

- Higher than budget SH Care hrs \$39.9K (combined), SH Project Workers (summer students) \$10.6K, SH Interest \$5.7K, offset by lower ADP Program Fees (fewer clients) \$30.5K.
- Higher than budget SH Wages/Benefits (care hrs) \$44.4K offset by lower ADP Wages/Benefits \$12.0K & YDI \$6.5K.
- Lower than budget Food Costs SH \$6.2K, ADP (fewer clients) \$8.0K.
- Lower than budget Replacement Reserve Expense YDI/SH \$8.2K, Electricity YDI/SH \$4.5K (reduced consumption), Grounds Maint YDI/SH ( snow removal) \$4.9, Building Exp ADP (under review) \$4.4K, Supplies (mainly ADP) \$3.5K offset by higher Repairs & Maint YDI \$22.4K (Flood & Water Damage Vestibule), SH \$6.3 (Unit Turnover Maint).
- Lower than budget legal fees YDI/SH (delayed to February & est to be lower) \$9.4K, Office Supplies \$3.9K & Other \$0.5K.
- Higher than budget depreciation (budget does not reflect the updated loan agreement) \$12.8K.

- \* YDI - Independent Living Units 91, 95 and 120 Sunset
- \* SP - Support Housing Units 116 Sunset
- \* ADP - Adult Day Program

**Centre for Innovation and Research**  
**Statement of Financial Position**  
**12/31/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
CURRENT			
CASH AND CASH EQUIVALENTS	301,794.32	370,025.66	(68,231.34)
ACCOUNTS RECEIVABLE	4,119.76	12,150.20	(8,030.44)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	8,689.34	8,633.38	55.96
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>314,603.42</u>	<u>390,809.24</u>	<u>(76,205.82)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(12,984.68)	(12,778.08)	(206.60)
	<u>3,201.69</u>	<u>3,408.29</u>	<u>(206.60)</u>
TOTAL ASSETS	<u><u>317,805.11</u></u>	<u><u>394,217.53</u></u>	<u><u>(76,412.42)</u></u>
<b><u>LIABILITIES</u></b>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	30,903.84	62,443.55	(31,539.71)
DUE TO YORK MANOR INC.	5,271.44	6,927.13	(1,655.69)
DUE TO YORK DEVELOPMENTS INC.	1,467.20	7,694.59	(6,227.39)
DEFERRED REVENUE	248,399.96	284,524.36	(36,124.40)
TOTAL CURRENT	<u>286,042.44</u>	<u>361,589.63</u>	<u>(75,547.19)</u>
<b><u>FUND BALANCES</u></b>			
FUND BALANCES			
FUNDS UNRESTRICTED	21,662.87	21,662.87	0.00
NET INCOME (LOSS) FOR THE PERIOD	10,099.80	10,965.03	(865.23)
TOTAL FUNDS	<u>31,762.67</u>	<u>32,627.90</u>	<u>(865.23)</u>
TOTAL LIABILITIES & FUNDS	<u><u>317,805.11</u></u>	<u><u>394,217.53</u></u>	<u><u>(76,412.42)</u></u>

**Centre for Innovation and Research**  
**Statement of Operations - CONSOLIDATED**  
**12/31/2023**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>VARIANCE</b>
	<b>YTD</b>	<b>YTD</b>	
<b>REVENUE</b>			
GENERAL CONTRIBUTIONS	33,750	33,750	0
PROMOTE PHYS ACTIVITY PROJECT	89,000	0	89,000
IMPROVE IMMUNIZATION PROJECT	12,503	12,503	0
POLYPHARM APP PHASE 2 PROJECT	15,074	64,551	-49,477
GENIE PROJECT	130,096	150,112	-20,016
PASSIVE AWARE PROJECT	108,565	122,811	-14,246
PASSIVE AWARE AT HOME PROJECT	23,438	37,500	-14,062
A DAY IN THE LIFE PROJECT	33,732	37,500	-3,768
HEC ADVANCED CAREGIVER TRAINING	10,010	0	10,010
INTEREST INCOME	19,995	5,400	14,595
STUDENT FUNDING	8,796	5,605	3,191
SYMPOSIUM	44,148	40,000	4,148
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>529,107</b>	<b>509,732 *1.</b>	<b>19,374</b>
<b>OPERATING EXPENSES</b>			
<b>WAGES &amp; BENEFITS</b>	13,271	5,605 *2.	-7,666
<b>ADMINISTRATION</b>	83,318	79,371 *3.	-3,947
<b>PROJECT RELATED EXPENDITURES</b>	422,418	424,977 *4.	2,559
<b>TOTAL EXPENSES</b>	<b>519,007</b>	<b>509,953</b>	<b>-9,054</b>
<b>NET EARNINGS (LOSS)</b>	<b>10,100</b>	<b>-221</b>	<b>10,321</b>

**Notes:**

- \*1. Higher than budget Project Income (2 projects approved after budget) \$99K, Symposium \$4.1K, Student Funding \$3.2K, Interest Income \$14.6K offset by Lower Projects, (multiple issues caused delayed spends; Covid impacted student agreement with NBCC for Polypharm, Research Nurse departed early for Genie, resulting in fewer resources over the projects) \$101.6K Combined.
- \*2. Higher than budget Summer Students \$7.7K , (Other Employee Wages charged to projects \$308.8K).
- \*3. Higher than budget Symposium Costs \$6.6 offset by small reduced spends across several accounts.
- \*4. Project expenditures align with project revenue above (in grey).

YORK COUNTY PROPERTIES  
Statement of Financial Position  
2023-12-31

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	2,087
TOTAL CURRENT ASSETS	<u>\$451,257</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,852</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$2,087
TOTAL CURRENT LIABILITIES	<u>\$2,087</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>\$458,852</u></u>
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YORK COUNTY PROPERTIES  
Statement of Operations  
9 MONTHS ENDING 12/31/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
INTEREST INCOME	2,086	1,667	420	17,953	15,000	2,953
TOTAL REVENUE	<u>\$2,086</u>	<u>\$1,667</u>	<u>\$420</u>	<u>\$17,953</u>	<u>\$15,000</u>	<u>\$2,953</u>
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$299	\$299	\$0
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$299</u>	<u>\$299</u>	<u>\$0</u>
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY EXP.	\$2,086	\$1,638	\$449	\$17,654	\$14,738	\$2,916
BANK INTEREST & CHARGES	-	-	-	-	50	(50)
	<u>\$2,086</u>	<u>\$1,638</u>	<u>\$449</u>	<u>\$17,654</u>	<u>\$14,788</u>	<u>\$2,866</u>
TOTAL OPERATING EXPENSES	<u>\$2,086</u>	<u>\$1,638</u>	<u>\$449</u>	<u>\$17,953</u>	<u>\$15,087</u>	<u>\$2,866</u>
OPERATING SURPLUS (DEFICIT)	<u>\$0</u>	<u>\$29</u>	<u>(\$29)</u>	<u>\$0</u>	<u>(\$87)</u>	<u>\$87</u>
NET SURPLUS (DEFICIT)	<u>\$0</u>	<u>\$29</u>	<u>(\$29)</u>	<u>\$0</u>	<u>(\$87)</u>	<u>\$87</u>



# REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

October 1 – Dec 31, 2023  
Quarter 3 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  
Heather Harris-Jones, 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 3 (October-December), HR on-boarded and welcomed **30 new staff members**. Five are members of Administration, 4 are members of the Support Services and 21 are members of the Care Services team.
- In the Q3, 15 employees resigned.
- We welcomed 34 students from NBCC as part of their clinical placement.
- In Q3: 50 interviews were scheduled.
- An Internal Resident Attendant Training course was coordinated for Oct/Nov. We conducted 18 interviews for this particular course and extended 14 offers to participate in the course. Twelve are now a part of our staff team. There will be another course scheduled for Spring 2024.
- The process of reviewing the RA schedules was completed and new rotations were created. Additional 12-hour rotations were introduced as well as a number of part-time rotations. All rotations with guaranteed hours are scheduled with one weekend on and one weekend off to address family/work-life balance. To date, approximately 122 RA's have been met with and provided the opportunity to choose their rotation. All full-time rotations are filled, 22 part-time guaranteed rotations are filled and ~22 staff choose to remain as part-time non-guaranteed.
- IEN Recruitment: We have welcomed 7 candidates to date. They have all participated in a training lab and in-service training prior to beginning their orientation shifts. We have 4 remaining candidates working with the Employer and Staffhouse preparing for exiting the Philippines. I am preparing for the upcoming recruitment mission in March 2024.
- Activities coordinated amongst the Get Inspired Team and Human Resources included: Halloween costume contest, recognition of Pastoral Care month, Staff Holiday Turkey Meal, Staff Holiday Gift Cards, Care Packages, Staff Christmas Party, and Christmas door decorating contest.
- As a result of our 'Dress Down Friday' program, we presented the Fredericton Community Kitchen with a \$6300.00 donation in December.
- Senior Leadership Team members participated in an 'Insights' training session.
- The Q3 Employee Pulse Survey was conducted with a summary below. The focus of this survey was teamwork.

## 2. Employee Pulse Survey

- Our Employee survey is sent to all YCC/YDI/CIRA employees. Each quarter we ask a number of core questions regarding communication and work-related satisfaction. In addition, in Quarter 3, our focus was on ‘teamwork’.
- Regarding the Core questions, the results for Quarter 3 are relatively close to the previous quarter. This quarter, ‘communication’, 56% of respondents agree that YCC keeps them well-informed compared to 60% in Q2. Question, ‘York Care Centre is a great place to work” (71% Agree), compared to 70% in Q2 and 75% of respondents in Q3 would recommend YCC as a place to work, compared to 68% (Q2).
- The strongest score this quarter is for ‘job satisfaction”, 79% report being satisfied with their job, compared to 72% in Q2.

### Employee Pulse Survey Results: Core Questions – Communication and Satisfaction

Q3 - 48 Respondents: 9- Admin/CIRA      9-Support Services 29-Care Services    1-HSW/ADP	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %
The communication I receive from YCC keeps me well informed.	18%	<b>38%</b>	36%	6%	2%
I am satisfied with my job	25%	<b>54%</b>	19%	0	2%
York Care Centre is a great place to work	23%	<b>48%</b>	25%	0	4%
I’d recommend YCC as a place to work	27%	<b>48%</b>	19%	2%	4%
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%	<b>50%</b>	30%	10%	0
I am satisfied with my job	22%	<b>50%</b>	18%	5%	5%
York Care Centre is a great place to work	15%	<b>55%</b>	20%	10%	0%
I’d recommend YCC as a place to work	18%	<b>50%</b>	17%	10%	5%
Q1 - 140 Respondents: 12- Admin/CIRA      38 -Support Services 89 – Care Services    1 – HSW/ADP	Strongly Agree %	Agree %	Neutral %	Neutral %	Neutral %
The communication I receive from YCC keeps me well informed.	19%	<b>48%</b>	24%	8%	1%
I am satisfied with my job	23%	<b>54%</b>	17%	6%	0%
York Care Centre is a great place to work	19%	<b>53%</b>	24%	3%	1%
I’d recommend YCC as a place to work.	27%	<b>46%</b>	22%	4%	1%

## Employee Pulse Survey Results: Teamwork

Q3 – 48 Respondents 9- Admin/CIRA 29-Care Services	9-Support Services 1-HSW/ADP	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %
I feel my team works well together on my unit/within my department		40%	44%	8%	8%	0
I feel supported by my team members		36%	48%	8%	8%	0
I feel team members are encouraged to share their ideas and provide feedback		21%	46%	21%	8%	4%
Considering all classifications (Care, Dietary, Housekeeping, etc.) who work on my unit, I am satisfied with the level of collaboration within my team		25%	46%	25%	2%	2%
What do you feel makes a good team		communication / accountability / helping each one another				
Suggestions on how to improve.		Communication / feedback / kindness / assisting one another.				

- Questions addressing ‘teamwork’, respondents felt that ‘the team works well together on their unit’ (84%) and ‘they feel supported by their team members’ (84%). 67% of respondents felt team members are encouraged to share ideas and provide feedback. This number was reflected in the comment section where communication/feedback/accountability was seen throughout the survey responses as factors to assist in making a good team.

## Human Resources Key Performance Indicators

	Q3 2022-23	Q4 2022-23	Q1 2023-24	Q2 2023-24	Q3 2023-24
<b>Retention Rate (%) – 12 month look-back</b> Number of employees who remain on staff as percentage of those who were on staff 1 year ago.	80%	80%	79%	82%	82%
<b>Resignations Within One Year (#)</b> Number of resignations within the first year of employment	7	7	8	8	6
<b>Sick Time</b> Sick days / FTE (standardized - # of days/1957.5 hours worked within the quarter.)	17.28	13.25	12.74	14.32	13.60
<b>Sick Time (%)</b> - Sick hours as a percentage of total paid hours	6.6%	5.1%	4.9%	5.5%	5.2%
<b>Overtime Hours (%)</b> Overtime hours as a percentage of total worked hours.	5.9%	6.5%	5.3%	7.6%	7.2%
<b>Care Hours (Short)</b> Average # hours worked per day below the target (RN,LPN,RA)	71.64	60.31	41.00	92.79	44.85
<b>% RN Hours</b> # of RN hours worked as a percentage of the target.	101%	101%	94%	74%	84%
<b>% hours of professional care (RN/LPN)</b> Number of RN/LPN hours worked as a percentage of the target.	97%	93%	91%	83%	89%

### 3. Facilities, Building, and Infrastructure

- Dixon Flat Roof – The Dixon flat roof project has been completed.
- Main Entrance Accessibility Review – We were able to engage Ability NB Inc. and have them conduct an Accessibility Review of our Main Entrance area after staff and family expressed concern over the external layout of our Main Entrance. From this review, we have been provided with some good feedback in areas that we can improve upon. Architects and engineers will need to be engaged if we are looking at pursuing changes to that area.
- We have refurbished 17 rooms in York Care Centre and 3 in 116 Sunset (Hawkins House)
- Exterior Lighting Project – Work has started on the Exterior lighting project. This project will see the installation of more exterior lighting along the back exterior of Dixon Hemlock and the parking lot in front of Dixon along Sunset Drive.
- Purchase of 7 Information Boards – To increase communications with staff, we have purchased information boards to be installed in employee staff rooms. These boards will stream valuable content that staff need, should, or would like to know. For example. Resident and family survey results, a review of Disaster and Emergency procedures, and upcoming events.
- Resident menu development – Our food service team has been working to develop new menu items which can be used to change our current 3-week rotating menu to a 4-week rotating menu adding more variety to their meals.
- 95 Sunset Drive –Water damage was found that had created rot to the sill of both exterior doors. One foot of concrete was removed at each entrance to replace the sill and waterproof them. The concrete was replaced and new flooring was installed.

#### Facilities, Building and Infrastructure Key Performance Indicators

	<b>Q3 2022-23</b>	<b>Q4 2022-23</b>	<b>Q1 2023-24</b>	<b>Q2 2023-24</b>	<b>Q3 2023-24</b>
<b>Food Cost per Resident Day</b>	\$11.00	\$11.21	\$12.26	12.32	12.19

## 4. Financial Services

It has been a busy time within the finance team. Although I have been working through a steep learning curve, the workload within the team is evening out and the team is working together well. We are looking for quick, small improvements and efficiencies.

Work has started on updating the reports and statements, for Board and the Senior Leadership team, to provide relevant information, in a user-friendly format. I expect this will be an ongoing item that requires tweaking as needs change. Below are the highlights of the quarter and year to date results.

- YCC finished Q3 with a deficit of \$127,584 and a year-to-date surplus has reduced to \$302,594. The surplus has provided the opportunity to purchase unbudgeted but needed equipment, computer equipment, supplies and the main driver of the deficit in Q3. The shortfall in delivery of care hours, in particular July to October, resulted in approximately \$408.7K of underspend in salaries/benefits/over payroll costs. This remains the main driver for the year-to-date surplus. The year over year lower energy consumption has provided additional savings in heating and electricity of \$73.6K.
- YDI finished Q3 with a deficit of \$14,249 and a year-to-date surplus of \$32,927. Higher than budget repair and maintenance costs were incurred in Q3 on buildings for flood, water and wind damage causing a deficit in Q3. The year-to-date surplus is mainly due to underspends on food, and legal costs.
- CIRA finished Q3 with a deficit of \$15,200 and a year-to-date surplus of \$10,100. The Q3 deficit is mainly due to a timing difference or mismatch of revenue to expense with the Symposium. In Q2, \$14.7K of revenue was recognized for the symposium whereas all of the budget, revenue and expenditures, were in Q3. The year-to-date surplus continues to be due to higher than budgeted interest revenue earned on the bank account, that was offset by slight overspends on student payroll and symposium.
- Overall, the three companies have a Q3 year-to-date surplus of \$345,621 on the cumulative actual revenue of \$19.9 million. This equals 1.74% of the revenue for Q3.



**YORK**  
CARE CENTRE



**CiRA**  
CENTRE FOR INNOVATION  
AND RESEARCH IN AGING



**YORK**  
DEVELOPMENTS  
LIFESTYLE LIVING

## BRIEFING NOTE

**To:** Finance & Administration Committee

**From:** Heather Harris-Jones, CPA, CMA (Chief Financial Officer)

**Date:** January 30<sup>th</sup>, 2024

**RE:** Qualified Opinion – Depreciation Method

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**Purpose:** To seek approval to change our depreciation method and record depreciation on the original building based on the estimate useful life and more importantly align with the current accounting standards for Not -for-Profit Organizations.

**Background:** Late 1990's - early 2000's changes were made to the accounting standards for Not -for-Profits on the criteria for acceptable depreciation methods and in particular that the method must be linked to the useful life of the asset. York Care Centre records depreciation on the original building equal to the principal reduction of the related long-term debt which is no longer an acceptable basis for recording depreciation. As a result, we now receive a Qualified Opinion on our annual financial audits noting that our depreciation method is a departure from ASPNO. **This means we are not following accounting standards for not for profits and are recording higher depreciation or writing off the assets too quickly (over expensing and reducing the value of the asset).**

**Considerations:** To transition to record depreciation based on the useful life of the assets requires a years-to-date restatement of our statements and an adjustment to our current year depreciation booked. In 2022 and 2023 depreciation was over booked by \$1,168,917 and \$1,111,765. The accumulative value of this over statement of depreciation is \$9,975,428. The restatement will increase the long-term asset balance and the Invested in Capital Assets balance on the Statement of Financial Position (see attached revised statement). A note to the statements will reflect the changes years to date.

Organizations rely on accurate financial information for decision making. The expectation is that the financials comply with the accounting standards set for the organization type. Accounting standards provide the criteria and appropriate handling of transactions for assets, liabilities, expenses and revenue (the law for accountants).

**Recommendation:** To align to the accounting standards for not for profit and record depreciation based on the useful life of the asset rather than the principal loan payments of mortgages on these assets.

**YORK CARE CENTRE INC.**

Statement of Financial Position

March 31, 2023

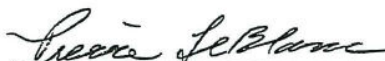
	Operating Fund	Replacement Reserve	Residents Trust	Activity Fund	2023	2022
<b>ASSETS</b>						
<b>CURRENT</b>						
Cash	\$ 2,141,190	\$ 3,082	\$ 38,033	\$ 2,136	\$ 2,184,441	\$ 1,379,807
Accounts receivable (Note 4)	159,076	-	19,364	-	178,440	225,562
Due from related parties (Note 5)	41,084	-	-	-	41,084	62,143
Inventory	148,059	-	-	-	148,059	122,092
Prepaid expenses	48,059	-	-	-	48,059	43,775
	2,537,468	3,082	57,397	2,136	2,600,083	1,833,380
<b>CAPITAL ASSETS (Note 6)</b>	17,267,996	-	-	-	17,267,996	19,720,916
	\$ 19,805,464	\$ 3,082	\$ 57,397	\$ 2,136	\$ 19,868,079	\$ 21,554,295
<b>LIABILITIES</b>						
<b>CURRENT</b>						
Accounts payable and accrued liabilities (Note 7)	\$ 3,507,141	\$ -	\$ 871	\$ -	\$ 3,508,012	\$ 2,948,911
Deferred revenue	108,802	-	-	-	108,802	110,179
Current portion of long term debt (Note 8)	2,230,292	-	-	-	2,230,292	2,167,739
	5,846,235	-	871	-	5,847,106	5,226,829
<b>LONG TERM DEBT (Note 8)</b>	12,290,048	-	-	-	12,290,048	14,520,290
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 9)</b>	1,761,228	-	-	-	1,761,228	2,061,761
	19,897,511	-	871	-	19,898,382	21,808,880
<b>NET ASSETS (LIABILITIES)</b>						
<b>UNRESTRICTED</b>	(1,078,476)	-	-	-	(1,078,476)	(1,295,930)
<b>INVESTED IN CAPITAL ASSETS</b>	986,429	-	-	-	986,429	971,126
<b>RESTRICTED</b>	-	3,082	56,526	2,136	61,744	70,219
	(92,047)	3,082	56,526	2,136	(30,303)	(254,585)
	\$ 19,805,464	\$ 3,082	\$ 57,397	\$ 2,136	\$ 19,868,079	\$ 21,554,295

CONTINGENCIES (Note 10)

ON BEHALF OF THE BOARD



Director



Director

**YORK CARE CENTRE INC.**

**Statement of Financial Position**

**March 31, 2023**

**DRAFT**

	Operating Fund	Replacement Reserve	Residents Trust	Activity Fund	2023	2022
<b>ASSETS</b>						
<b>CURRENT</b>						
Cash	\$ 2,141,190	\$ 3,082	\$ 38,033	\$ 2,136	\$ 2,184,441	\$ 1,379,807
Accounts receivable (Note 4)	159,076	-	19,364	-	178,440	225,562
Due from related parties (Note 5)	41,084	-	-	-	41,084	62,143
Inventory	148,059	-	-	-	148,059	122,092
Prepaid expenses	48,059	-	-	-	48,059	43,775
	2,537,468	3,082	57,397	2,136	2,600,083	1,833,380
<b>CAPITAL ASSETS (Note 6)</b>	27,243,424	-	-	-	27,243,424	28,527,428
	\$ 29,780,892	\$ 3,082	\$ 57,397	\$ 2,136	\$ 29,843,507	\$ 30,360,807
<b>LIABILITIES</b>						
<b>CURRENT</b>						
Accounts payable and accrued liabilities (Note 7)	\$ 3,507,142	\$ -	\$ 871	\$ -	\$ 3,508,013	\$ 2,948,911
Deferred revenue	108,802	-	-	-	108,802	110,179
Current portion of long term debt (Note 8)	2,230,292	-	-	-	2,230,292	2,167,739
	5,846,236	-	871	-	5,847,107	5,226,829
<b>LONG TERM DEBT (Note 8)</b>	12,290,048	-	-	-	12,290,048	14,520,290
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 9)</b>	1,761,228	-	-	-	1,761,228	2,061,761
	19,897,512	-	871	-	19,898,383	21,808,880
<b>NET ASSETS (LIABILITIES)</b>						
<b>UNRESTRICTED</b>	(1,078,476)	-	-	-	(1,078,476)	(1,295,930)
<b>INVESTED IN CAPITAL ASSETS</b>	10,961,856	-	-	-	10,961,856	9,777,638
<b>RESTRICTED</b>	-	3,082	56,526	2,136	61,744	70,219
	9,883,380	3,082	56,526	2,136	9,945,124	8,551,927
	\$ 29,780,892	\$ 3,082	\$ 57,397	\$ 2,136	\$ 29,843,507	\$ 30,360,807

**CONTINGENCIES (Note 10)**

**ON BEHALF OF THE BOARD**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director



## BRIEFING NOTE

**To:** Finance and Administration Committee of the Board of Directors

**From:** Geri Geldart, President and CEO

**Date:** February 7, 2024

**RE:** York Care Foundations – Potential Projects

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### Purpose

Under policy Gov-N-261 “York Care Foundation Representative”, the CEO, prior to September of each year, is required to provide the Finance and Administration Committee with a list of potential YCC capital and/or program projects which could benefit from funding by the York Care Foundation. The Finance and Administration Committee will review the list and make a recommendation to the York Care Centre Board for presentation to the York Care Foundation Board.

### Background

Last year, the York Care Foundation purchased a Snoezelen Mobile Cart and a piano. The Foundation is once again, asking for projects for their consideration.

Senior staff members have reviewed and updated the proposal list and forward the following for consideration by the Board of Directors:

1. Tovertafel Table(s) - \$18,000 - \$36,000 (est)
2. Expansion of the Music Therapy Program - \$10,400
3. Virtual Windows - \$17,000 (est)
4. Refurbishment of Tower 2 - \$100,000 - \$120,000
5. Wheelchair Accessible Garden Swing - \$25,000

### Recommendation

That the Finance and Administration Committee recommend to the Board of Directors that the list of five project proposals be approved and presented to the York Care Foundation for their consideration.

# Tovertafel – The Magic Table

Improving the quality of life and quality of care for seniors living with dementia.

- Tovertafel is an award winning dementia care innovation that has become an indispensable in over 6000 care communities world-wide. Developed in the Netherlands, the Tovertafel is the first serious games system of its kind. Residents, staff and relatives alike are able to experience the benefits first had.
- Using this technology promotes physical activity, improves relationships between residents and staff and increases the opportunity for enjoyable shared activities with residents and their families.



The Cost

## Our Residents

Tovertafel stimulates physical activity, social interaction and cognition, resulting in real, measurable effects on resident well-being.

## Families

“Families are blown away by what this technology can do. It unlocks the imagination of our residents and for a few precious moments, it helps our residents, our families and caregivers rediscover who these extraordinary individuals truly are”

*Pam Tokarczuk, Alzheimer's & Dementia Program  
Director, New Jersey*

## Our Staff

By facilitating social interaction, and reducing restlessness and tense behavior, the Tovertafel helps strengthen staff and resident relationships and lightens workload.

## The Cost

\$18,000 for one unit, which includes:

- two ceiling mounts and two remotes,
- access to ten core games, seasonal games and updates,
- 2 year subscription to additional games (\$1 600 after the first two years)
- onsite and hands-on training for the team.

**New Quote  
Required.**

**The Ask – we are asking for \$36,000 for two Tovertafel Units.**

# Music Therapy Program

Improving the quality of life and quality of care for seniors living with dementia.

- York Care Centre, in partnership with Arpeggio Music Therapy, has offered a small program since 2008, offering one afternoon per week.
- Music therapy interventions have proven to help with the effects of sundowning



## Our Residents

Music engages residents in extraordinary ways. Those who may not be able to speak, may start to say or sing words to a familiar song. You may see residents who are socially isolated, who started with one-to-one sessions, join into group sessions.

## Expansion Necessary

*We provide 4 hours of music therapy per week but there is a need to expand the program so that more residents can benefit.*

## New Ideas- Community Choir

Many residents have strong music backgrounds and talents. A choir, facilitated by the therapist, for interested residents, families, staff and volunteers could unite diverse members of YCC. Such a choir could perform for the community and potentially collaborate with YCF to raise funds.

## The Cost

The hourly cost for the Music Therapist is \$48/hour.  
The cost of an additional four session each week would cost \$10, 400  
York Care Centre currently funds \$15,000 per year of Music Therapy services.

**The Ask – we are asking for \$10,400 per year to expand the Music Therapy Program to expand the frequency of the current program and explore the opportunity to establish a Community Choir.**

# Virtual Windows

Enjoy the sounds and sites of the world, just as if they were right before you. Encounter the world, and be healed by nature.

The virtual window would allow our residents to experience places around the world virtually. There are areas within our facility that do not offer a window to the outside world. This window would engage the residents with sounds of the forest, ocean and other types of nature.

This technology can help with sundowning by offering images that are progressive and change as the day progresses, and also change by season.

Another interesting part of this technology is the opportunity to enjoy different celebrations that residents may not otherwise be able to attend. For example: Canada Day fireworks.



## Hundreds of Scenes

There are multiple scenes to choose from, allowing the staff to customize the display to match resident preferences.

## Multisensory

This technology incorporates video and sound creating a realistic experience for the resident, rather than a static picture.

## Live Streaming

The technology has the capacity to project live-streamed events such as fireworks, parades, etc. thereby allowing residents to participate in world-wide events.

*The screens can incorporate light into dark spaces and hallways*

## The Cost

\$3400 for one unit, which includes:

- installation,
- Twelve virtual scenes

**New Quote  
Required.**

**The Ask – we are asking for \$17,000 for five virtual window units.**

# Extending Memory Lane to Tower 2

Incorporating the learnings from the Birch Grove Memory Lane Project in a refurbishment of Tower 2, to include new paint scheme, limited use of murals, dementia-friendly way finding, etc.

- The recent update of the Birch Grove Unit (Memory Lane Project) has been a positive enhancement for our residents, families and
- Tower 2, which is home to residents with advanced dementia, is also in need of a refurbishment which would incorporate a soothing colour scheme, updated furnishings, social spaces, sensory stimulation features, etc.



## Our Residents

Providing a safe and secure environment which is designed with the unique needs of those with advanced dementia will improve the quality of life for our residents.

## Families

The transition from Birch Grove to Tower 2 can be difficult for families. Ensuring that Tower 2 has the environment and the features which are most appropriate for this resident population will be comforting and reassuring for families.

## Our Staff

Our staff have expressed a strong desire to see the refurbishment of Tower 2. They want the residents to have all of the advantages of environment features suited for those with advanced cognitive decline.

## The Cost

The full cost cannot be determined until a team has been able to develop and cost a project plan. However, the Memory Lane Project cost just over \$50,000 for a 24 bed unit. We can expect this project to be in the range of \$100,000 - \$120,000/

## The Ask

**We are asking for approval to establish a project team who would be responsible for developing a fully costed proposal that would be less than \$120,000**

# Wheelchair Accessible Garden Swing

A family-friendly way to safely increase outdoor activity for our residents.

- It is important for nursing homes to provide safe and accessible outdoor spaces for residents.
- Outdoor activities can improve physical health, mental health and increase opportunities for meaningful socialization.
- The swing's exclusive attribute is its ability to bring together those confined to a wheelchair and the abled bodied in a relaxed and socially inviting atmosphere. Since the entire platform swings, the wheelchair remains in a level position during the gliding motion, thus all swing occupants can enjoy the same swing motion simultaneously.



Provides opportunity for social engagement with all ages and enhancing the ability to “connect” with loved ones, but doing a shared activity that is loved by all.

Encourages outdoor experiences, promotes movement and physical activity, promotes social engagement, expands sensory experiences, and eases anxiety and depression,

The swing can be installed on the property adjacent to Claremont Drive and would be accessible from the parking lot.

## The Cost

- To purchase from a US manufacturer, the estimated cost is \$13,000.
- The cost to install may involve installing a concrete pad – estimated cost of \$12,000
- No other Canadian manufacturer has been identified.
- The option of a self-build has not been explored.

## The Ask

We are asking for \$25,000 for one swing