

**Governance & Audit Committee
Q3 Review
AGENDA
Thursday, February 8, 2023 at 5:00pm**

<https://us02web.zoom.us/j/88444390048?pwd=ZGU2b1RodEhudDYrdEk5YTVWRGFvQT09>

Meeting ID: 884 4439 0048

Passcode: 271076

Item	Description	MRP
1.0	Call to Order & Introductions	Deborah Wybou
2.0	Declarations of Conflict of Interest	Deborah Wybou
3.0	Approval of Agenda	Deborah Wybou
4.0	Approval of Previous Minutes: December 7, 2023*	Deborah Wybou
5.0	Business Arising	
5.1	Communication Strategy – Key Messages and Board Pitch*	Geri Geldart
6.0	New Business	
6.1	Report from the President and CEO*	Geri Geldart
6.2	Policy Review	Geri Geldart
6.2.1	Briefing Note – Ends Policies* - for information	
6.2.2	Policies for Review and Approval	
6.2.2.1	Gov-Ends-P-530-Purpose*	
6.2.2.2	Gov-Ends-R-550 – Residence of Choice*	
6.2.2.3	Gov-Ends-E-510 – Employer of Choice*	
6.3	Centre of Excellence – Exploring the Concept*- for discussion	Geri Geldart
6.4	Board Appointments & Reappointments* for information	Geri Geldart
7.0	Date of Next Meeting: April 25, 2024 @ 5PM	

**denotes attachment*

Proposed Motions

1. That the agenda be approved.
2. That the minutes of December 7, 2023 be approved.
3. That the revised Communication Strategy 2023 – 2025 be approved as presented.
4. That Policy Gov-Ends-P-530 – Purpose be approved.
5. That Policy Gov-Ends-P-550 – Residence of Choice be approved.
6. That Policy Gov-Ends-P-530 –Employer of Choice be approved.

Minutes of meeting of the Governance & Audit Committee
Thursday, December 7, 2023 at 5:00pm

Present: Deborah Wybou, Lyne St-Pierre-Ellis, Andrea Seymour, Tracey Burkhardt (virtual), Wayne Snowdon, Marjorie Belzile, Donna Curtis-Maillet

1. Call to order & Introductions

Ms. Wybou (Chair) called the meeting to order at 5:07pm.

2. Declarations of Conflict of Interest

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

3. Approval of Agenda

*It was moved by Andrea Seymour and seconded by Marjorie Belzile that the agenda be approved.
- Motion carried*

4. Approval of Previous Minutes: September 28, 2023

It was moved by Lyne St-Pierre-Ellis and seconded by Wayne Snowden that the Minutes of September 28, 2023 be approved.

-Motion carried

5. Business Arising

5.1 Annual Workplan

G Geldart shared an update of the Annual Workplan.

5.2 Policy Review

G Geldart presented a briefing note recommending a process for updating certain Board policies during the upcoming year. It was agreed that the Governance and Audit Committee will review 7 policies which were last reviewed in 2016. The 3 Ends policies will be reviewed in the Quarter 3 meeting and the 4 Governance policies will be reviewed in the Quarter 4 meeting.

6. New Business

6.1 Report from the President & CEO

G Geldart shared her Quarter 2 report.

- A board education session was held on Nov 27th, and a board orientation session was held on December 5th.
- The auditors from Teed Saunders Doyle attended YCC in November as part of their overall audit process. No concerns identified.
- A donation of a large embroidered replica of the York Country Council Coat of Arms was made to the Fredericton Museum. This item was found in our basement storage while preparing for the Old Time Country Fair Event. Robert McNeil of the Fredericton North Heritage Society identified the importance of the item and facilitated the donation to the Museum.

- Several of the operating plan goals have been deferred to later quarters due to staffing changes.

6.2 Communication Plan

G Geldart presented the 2023-2025 Communication Strategy. Their aim is to provide consistent and purposeful communication in support of the strategic plan. The committee advised that the plan should provide commentary regarding the overarching vision of York Care Centre and the story we want to tell. Include key messages regarding who we are, our values and where, as an organization we want to go. There is also an opportunity to identify where / how a crisis communication plan should be incorporated. G. Geldart will present an amended plan to the board of directors, for approval.

6.3 Board Retreat

D Wybou raised the possibility of a board retreat. The committee discussed the potential format and topics that might be considered at a retreat. The committee suggests that a retreat, prior to the next strategic planning cycle, might be useful. It may be an appropriate forum to consider the concept of "Centre of Excellence" and the implications for our next strategic plan.

6.4 Committee Scope & Responsibilities

D Wybou raised a question regarding the scope & responsibilities of the board subcommittees. Concerns have been raised regarding the broad scope of the Finance and Administration Committee, and the inclusion of Audit in the Governance and Audit Committee. It is possible that the work of the Finance and Administration Committee may be streamlined when a new format for financial reports are introduced. The committee will wait to see the impact of this change before proposing any changes to the scope of either committee.

6.5 Board Evaluation – Briefing Note

As part of the committee's work plan, G. Geldart presented a briefing note regarding the process for conducting board and committee evaluations. It is recommended that rather than conducting one evaluation, a short email survey be conducted shortly after each board and sub-committee meeting. suggested sending out brief surveys at the end of each quarter. The results of the survey would be shared with the committee chair each quarter and a summary would be presented annually. The survey questions would be focused on meeting preparation, appropriateness of agenda items, the effective use of committee time, recommendations for improvement.

7.0 Next Meeting

The next meeting will be held on February 8, 2024 @ 5pm.

8.0 Adjournment.

The meeting was adjourned at 6:35 on a motion by Mr. Snowdon.

Deborah Wybou, Chair

Jennifer Vos, Recorder

2023 -
2025



Communication Strategy 2023 – 2025

Updated - February 2024

COMMUNICATION STRATEGY

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 showcasing 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 across channels reflecting our values.

TARGET AUDIENCES AND PRIMARY MESSAGES

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

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

CHANNELS

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

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

2023 – 2025 PRIORITIES

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.
11. Consider the development of a crisis communication plan in 2024.

New



RESOURCE REQUIREMENTS

Most resources which will be 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

New

KEY MESSAGES

1. York Care Centre is dedicated to setting the standard for excellence in long-term care. Our commitment goes beyond caregiving; we actively drive positive change and advocate for the overall well-being of seniors, making a lasting impact in the field.
2. At York Care Centre, we're dedicated to giving high quality care and looking out for the well-being of our residents. We're proud to be a trusted name in long-term care, and our goal is to make you feel safe and at ease when choosing us. Your comfort and peace of mind matter to us, and we're here to provide a caring environment that feels just right for you. We take an individualized and person-centred approach to your care.
3. Our focus is on creating a positive and engaging environment that promotes not just physical health but also emotional, spiritual and social well-being for a more fulfilling life.
4. We're firmly rooted in our community, cherishing our rich history. Our ongoing connection inspires us to design activities and services that meet the unique needs of our residents and their families.
5. We have a team of caring experts who bring skill, compassion, and a genuine commitment to providing high quality care to our residents and families.
6. At York Care Centre, we love staying ahead of the curve, bringing in new ideas and approaches to enhance long-term care. We're all about embracing change and being at the forefront of excellent care practices.
7. At York Care Centre, we take pride in being more than just a workplace – we're a community. Here, our team of staff and volunteers experience a supportive and enriching environment, fostering a culture of continuous learning. We believe in creating a space where individuals can not only contribute their skills but also grow personally and professionally.
8. Our strong community engagement is at the core of who we are. Through meaningful outreach programs and collaborations, we aim to enrich the lives of both residents and community members, contributing to an enhanced overall quality of life.

New

BOARD MEMBER PITCH

York Care Centre is more than a long-term care facility; it's a community dedicated to transforming the landscape of care for older adults. My role on the board stems from a profound belief in our shared commitment to excellence, innovation, and community impact.

At the heart of our mission is a dedicated pursuit to enhance the quality of life for our residents. We go beyond routine care, creating an environment where residents truly thrive. This commitment is mirrored in the tireless efforts of our experienced and devoted team, making York Care Centre a remarkable place not only for residents but also for our valued staff and volunteers.

Our dedication to being a great place to work and volunteer is woven into the fabric of our organization. We aim to provide a positive and engaging atmosphere, making York Care Centre not just a care facility but a supportive and enriching workplace.

Innovation and research are integral to our approach. We actively seek out progressive solutions to improve the care experience for our residents.

Strong partnerships with the community underscore our commitment to collaboration. Through outreach programs and collaborations, we enrich the lives of our residents and extend our positive impact beyond our walls. We value our relationship with other long term care facilities in the province.

In summary, York Care Centre's strengths lie in its commitment to quality of life, as seen in our resident-centric approach, our status as a great place to work and volunteer, our dedication to innovation and research, and our strong community partnerships. These pillars make us a leader in the field, contributing to a future where senior care is not just a service but a transformative and fulfilling experience.



CEO Report to the Governance & Audit Committee

For the period: Oct 1, 2023 to December 31, 2023

Quarter 3 Activity

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

Senior Leader

Geri Geldart, President and CEO

Key Areas of Reporting

Governance, Policy, Board Recruitment,
Community Engagement, Audit, Social Media

1. Governance

a. Policy Matters

- Three “Ends” policies are presented to the committee for consideration.

b. Board Membership & Recruitment

- A briefing note has been prepared for the committee outlining the vacancies and upcoming re-appointments for the board’s consideration.
- The committee should consider what skill areas we would like to cover during our next recruitment phase.

c. Board Evaluation

- As determined at our last meeting, we are now providing all members with an electronic evaluation form following each board and committee meeting. The results of the evaluations will be shared with the chairs of each committee. This will provide more immediate feedback throughout the year.
- The committee would normally distribute a comprehensive board evaluation tool in February. The electronic survey which will follow the February Board meeting will ask members to reflect on the full year, not just the February meeting.

2. Social Media, Communications and Engagement

- Tara Thibault, Communications and Marketing Coordinator has quickly jumped into her role. We have maintained our strong social media presence.
- The Communications Strategy that was approved at the last Governance and Audit Committee will serve as a roadmap for Tara’s work. Following the advice provided at the last meeting, we have developed a series of key messages and an “elevator script”. The revised strategy is presented for the board’s approval.
- Staff E-boards - We are excited to have launched the electronic staff information boards. The electronic boards (monitors) have been installed in seven staff lounges across the facility. The content is developed by the various departments and includes a variety of messages from factual updates to inspirational messages.
- Employee Surveys - We have been a bit disappointed with the response rate to our quarterly staff surveys. The most recent survey had only 48 responses (13%). We have seen a decline in the last two quarters, after several quarters with 45% response rate. There is a sense that people are tired of being surveyed as there are surveys coming from a variety of entities. We will conduct a similar survey in Q4 but will consider reducing the frequency to twice per year.
- Volunteer Recruitment – With our key positions now filled, we are supporting Stephanie Seymour in a reorganization of the Volunteer marketing, recruitment and onboarding process, with the objective of increasing our volunteer pool.

3. Partnerships

a. Centre of Excellence

- We continue to develop our discussion on the concept of Centre of Excellence. A briefing note on this topic is part of the committee's February agenda. Mr. Damon Goodwin, CEO of ResearchNB will attend the Board meeting in February to discuss the research landscape in NB and the potential role for YCC / CIRA. I hope this will inform our decisions regarding the Centre of Excellence concept.
- We continue to provide informal support to Mill Cove Nursing Home following a leadership change. Most recently, they are reviewing their quality improvement processes. We have shared our QI Framework and our KPI dashboard.

b. York Care Foundation

- The donor recognition policy has been approved by the Foundation Board.
- Tax receipts are prepared for all qualifying donations. We send formal thank you letters to all donations exceeding \$100.
- We have successfully compiled the cumulative donation amounts for the period of 2008 onwards. It appears the last update of the donation tiers occurred in 2012. We are now preparing to relaunch the donor recognition boards with updated donation amounts.

4. Committee Workplan

- a. Upcoming items on the workplan include policy review (orientation, reimbursement of expenses, resolution book, retirement gifts) , a review of the Board evaluation results, and a presentation on the Volunteer program. Are these items still relevant priorities for the Governance Committee?










5. Operating Plan Progress Report


- a. See attached.

Pillar 4: Partnerships – Strategic Alliances, Public Relations, Communications

To maintain and improve the services being provided both within the YCC facilities and within our catchment area, it is imperative that strong partnerships be established with out residents, staff, volunteers, health professionals, families, government and non-government agencies, and the community as a whole. Our partnership with the York Care Foundation is essential not only to increase the visibility of YCC but also to ensure that the Foundation can assist with financial and operational requirements.

Key Results
<p>A. Increase volume and effectiveness of partnerships.</p> <p>B. Increase in number of volunteers, volunteer hours and programs.</p> <p>C. Residents, clients and families needs and preferences are met through partnerships.</p> <p>D. Improve communication with all stakeholders and partners.</p> <p>E. Increase marketing initiatives that promote YCCs profile in the community.</p>

Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).	To develop and implement a comprehensive communication plan which addresses internal and external audiences.	<ul style="list-style-type: none"> Plan, with implementation targets, to be developed by August 2023. Implementation targets tracked quarterly. Improved employee rating of communication on quarterly survey 	In development Target moved to Q4 due to staffing changes.				
			Employee ratings of organizational communication have remained strong.				
							
To increase YCCs leadership position in the community by improving the level and the volume of effective partnerships.	To identify new opportunities for YCC to evolve its role as a Centre of Excellence in partnership with other organizations (Region 3 nursing homes, AlzheimersNB, etc).	<ul style="list-style-type: none"> New program or service established in alignment with Centre of Excellence concept by end of year. 	Exploration underway. Offering educational opportunities to other homes. Providing assistance, when requested.				
	Establish a fund development plan for York Care Foundation	<ul style="list-style-type: none"> Plan to be developed and approved by Sept 2023 	Target delayed due to staff changes.				
	Develop and implement a donor recognition policy for York Care Foundation	<ul style="list-style-type: none"> Policy to be developed and approved by June 2023 	Completed				

Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
To increase volunteer participation.	Rebuild the Volunteer Program by increasing the number of active volunteers	<ul style="list-style-type: none"> • Increase recruitment by 10% by September 30, 2023 & 20% by December 31, 2023 • Launch a marketing campaign focused on volunteer recruitment. 	Targets achieved. Onboarding continues.		✓	✓	
			Target moved to Q4 due to staff changes.				



YORK
CARE CENTRE



CIRA
CENTRE FOR INNOVATION
AND RESEARCH IN AGING



YORK
DEVELOPMENTS
LIFESTYLE LIVING

BRIEFING NOTE

To: Governance Committee of the Board of Directors

From: Geri Geldart, President and CEO

Date: January 29, 2024

RE: Policy Review – Ends Policies

Purpose

To provide the Governance and Audit Committee with background necessary to review the following Ends governance policies:

- Gov-Ends-E-510 – Employer of Choice
- Gov-Ends-P-530 - Purpose
- Gov-Ends-R-550 – Residence of Choice

Background

A. Overview of Policy Governance (Carver Model)

Policy Governance, often referred to as the Carver Model, is a governance framework developed by John Carver. It provides a structured approach to organizational governance, emphasizing the separation of ownership and operational responsibilities. The framework is designed to enable boards to effectively govern their organizations by focusing on policy development, strategic leadership, and clearly defining the board's role in relation to management.

B. Key principles of Policy Governance include:

- 1. Ends Policies:** These policies articulate the desired outcomes, impacts, or changes that the organization exists to achieve. Ends Policies are the board's way of expressing the intended results, benefits, or impacts for the *organization's stakeholders*. They are future-oriented and provide a clear direction for organizational success. Written with a long-term perspective, these mission-related policies embody the Board's vision and the organization's reason for being.
- 2. Executive Limitations Policies:** These policies set boundaries on executive authority, defining the acceptable means and methods for achieving the Ends defined by the board. Executive Limitations Policies help ensure that the organization operates within ethical, legal, and prudential constraints. These policies limit the means by which Ends shall be achieved.
- 3. Board President & CEO Linkage Policies:** These policies establish the delegation of authority from the board to the CEO. They define the authority and accountability of the CEO, allowing the board to focus on its strategic role. Through these policies, the board clarifies the manner in which it delegates authority and how it evaluates performance relative to Ends and Limitations.
- 4. Governance Process Policies:** These policies outline the processes the board will use to govern effectively, including board structure, decision-making processes, board self-monitoring and the specifics of its own job.

C. Ends Policies

1. Characteristics of Ends Policies

- Future-Oriented: Ends Policies articulate the long-term aspirations and impacts the organization aims to achieve.
- Stakeholder-Focused: They define the benefits and changes the organization seeks to provide to its stakeholders, such as clients, customers, or the community.
- Measurable and Observable: Ends Policies should be crafted in a way that allows for the measurement and observation of the desired outcomes.

2. Importance of Ends Policies

- Strategic Clarity: Ends Policies provide a clear strategic direction for the organization, guiding decision-making and actions.
- Accountability: By defining the desired outcomes, Ends Policies enable the board to hold the executive accountable for achieving the organization's purpose.
- Communication: Ends Policies serve as a means of communicating the organization's mission and goals to internal and external stakeholders.

3. Monitoring Ends Policies

- Regular Assessment: The board should regularly monitor progress toward achieving the ends outlined in the policies.
- Data-Informed Monitoring: Monitoring should be based on relevant data and evidence, allowing the board to make informed assessments.

“An issue is an Ends issue if, and only if, it directly describes what good, for whom, or at what cost. If not, it is not an Ends issue—no matter how important, no matter who decides it, no matter how closely related it is to goals, strategies, mission, or perceived Board work. Ends language is never about what the organization will be doing; it is always about what will be different for those it serves. Distinguishing ends from means enables the Board to free itself from trivia, to delegate clearly and powerfully, and to turn its attention to large issues.” Margaret Kiep, The Carver Model of Policy Governance, Unitarian Universalist Association, 2019

D. Current Status

York Care Centre has three Ends Policies, which are very briefly stated.

1. Gov-Ends-E-510 – Employer of Choice

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

2. Gov-Ends-P-530 – Purpose

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

3. Gov-Ends-R-550 – Residence of Choice

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

E. Recommendation:

It is recommended that the Governance Committee review / amend the revisions to each of the three ends policies as presented by the Chief Executive Officer.

YORK CARE CENTRE
Corporate Governance Policy

Type: Ends	Date Issued: November 30, 2009
Title: Purpose	Page: 1 of 2
Approved by: Board of Directors	Gov-Ends-P-530
Date Reviewed/Revised: 11/16, 02/2024	

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

Evaluation of Current Policy Statement Using Ends Policy Criteria

Criteria	Evaluation
Does this policy articulate our desired outcomes, aspirations, impacts, or changes that we hope to achieve? Does it provide strategic clarity?	Articulates our desired status as a Centre of Excellence, but it does not identify the benefits to our stakeholders – the residents.
Is it focused on the intended benefit for our stakeholders? Does it describe what will be different for those that it serves?	No
Is it future-oriented, providing clear direction for organizational success?	It is future-oriented and does indicate that becoming a centre of excellence in aging care is the successful “outcome”.
Is it a mission related policy?	Yes
Does it express our reason for being?	Yes – to some extent
Are the desired outcomes measurable?	Maybe – but until we define Centre of Excellence – measurement may be difficult.
Can this policy serve as a means of communicating YCC’s mission and goals	Yes

Proposed Revision

Purpose

The purpose of York Care Centre is to create and operate a Centre of Excellence in Aging Care that consistently provides exceptional and innovative services to enhance the quality of life for seniors. The organization is committed to being a leader in aging care, fostering an environment that promotes dignity, compassion, and a high standard of comprehensive care and support for residents, tenants and clients.

Desired Outcomes

- **Dignity and Respect for Residents:**

To uphold the dignity and respect of all residents, York Care Centre will create an environment that respects their unique identities, preferences, and histories. York Care Centre will promote the autonomy of residents, to ensure that residents are able to actively participate in decisions related to their care.

- **Exceptional Quality of Care and Quality of Life**

Residents at York Care Centre will receive unparalleled care that prioritizes their physical, emotional, and social well-being. The organization will continuously strive to exceed industry standards and benchmarks in delivering aging care services.

- **Innovation in Aging Care Practices:**

To enhance the overall care experience of residents, York Care Centre will identify, adopt and implement innovative practices and technologies. To contribute to the evolution of aging care standards, York Care Centre will actively seek out and contribute to research and advancements in aging care.

- **Community Engagement and Collaboration:**

To foster connections, understanding, and support for aging care initiatives, York Care Centre will actively engage with the broader community. Collaborative partnerships with external entities, such as educational institutions and healthcare organizations, will be sought to enrich the knowledge and resources available to the Centre of Excellence.

- **Continuous Learning and Development:**

York Care Centre is committed to the ongoing professional development of its staff to ensure they possess the knowledge and skills necessary to provide cutting-edge and compassionate care. The organization will support research and learning initiatives that contribute to the growth and advancement of the aging care field.

Monitoring and Evaluation:

The Board of Directors will monitor progress toward achieving the outcomes outlined in this Ends Policy through regular reports and assessments provided by the executive leadership team. Data related to resident satisfaction, staff training, and the adoption of innovative practices will be considered in the evaluation process.

Review Date: This Ends Policy will be reviewed annually to ensure its continued relevance and alignment with the evolving needs and goals of York Care Centre.

YORK CARE CENTRE
Corporate Governance Policy

Type: Ends	Date Issued: November 30, 2009
Title: Residence of Choice	Page: 1 of 2
Approved by: Board of Directors	Gov-Ends-R-550
Date Reviewed/Revised: 01/14; 11/16;	

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

Evaluation of Current Policy Statement Using Ends Policy Criteria

Criteria	Evaluation
Does this policy articulate our desired outcomes, aspirations, impacts, or changes that we hope to achieve? Does it provide strategic clarity?	Yes.
Is it focused on the intended benefit for our stakeholders? Does it describe what will be different for those that it serves?	Yes
Is it future-oriented, providing clear direction for organizational success?	Much has been achieved so far, but continuous improvement is the future orientation.
Is it a mission related policy?	Yes
Does it express our reason for being?	Yes
Are the desired outcomes measurable?	Yes
Can this policy serve as a means of communicating YCC's mission and goals	Yes

Proposed Revision

Purpose

York Care Centre aims to be recognized as a state-of-the-art facility, providing a safe and home-like environment that positions it as the residence of choice for individuals seeking the highest quality of life and care.

Desired Outcomes:

- **State-of-the-Art Facility**

To ensure it remains at the forefront on senior care facilities, York Care Centre will invest in and maintain cutting-edge infrastructure, technology, and amenities. The organization will continually assess and update its facilities to meet or exceed industry standards for safety, accessibility, and resident comfort.

- **Safe and Home-Like Environment**

To ensure the safety and security of residents, York Care Centre will implement rigorous safety protocols, emergency preparedness measures, and ongoing risk assessments. A warm, inviting, and home-like atmosphere will be cultivated, fostering a sense of belonging and community among residents.

- **Residence of Choice for Quality of Life**

To support the physical, mental and emotional well-being of the residents, York Care Centre will incorporate activities, programs, and services focused on the quality of life. The organization will strive to create an environment that encourages social interaction, personal growth, and a sense of purpose for each resident.

- **High Quality of Care:**

To maintain and improve the health and vitality of the residents, York Care Centre will provide care which is tailored to the unique needs of each resident. Continuous improvement initiatives will be implemented to enhance care practices and ensure compliance with best practices in aging care.

- **Resident and Family Satisfaction:**

To ensure the satisfaction of residents and their families, York Care Centre will actively seek and respond to feedback. Regular surveys and feedback mechanisms will be employed to measure satisfaction levels and identify areas for improvement.

Monitoring and Evaluation

The Board of Directors will monitor the achievement of the outcomes outlined in this Ends Policy through regular reports from the executive leadership team. Key performance indicators related to facility upgrades, resident satisfaction, and safety measures will be considered in the evaluation process.

Review Date:

This Ends Policy will be reviewed annually to ensure its continued alignment with the evolving needs and goals of York Care Centre.

YORK CARE CENTRE
Corporate Governance Policy

Type: Ends	Date Issued: November 30, 2009
Title: Employer of Choice	Page: 1 of 2
Approved by: Board of Directors	Gov-Ends-E-510
Date Reviewed/Revised: 11/16	

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

Evaluation of Current Policy Statement Using Ends Policy Criteria

Criteria	Evaluation
Does this policy articulate our desired outcomes, aspirations, impacts, or changes that we hope to achieve? Does it provide strategic clarity?	To some extent. It identifies that we would like to be an employer of choice, and the reasons why an employee would choose, but these features may no longer be enough to be an employer of choice.
Is it focused on the intended benefit for our stakeholders? Does it describe what will be different for those that it serves?	Not sure that the benefit to the employee is articulated, beyond the benefit of being part of an organization characterized by excellence and high standards.
Is it future-oriented, providing clear direction for organizational success?	No
Is it a mission related policy?	Yes
Does it express our reason for being?	No
Are the desired outcomes measurable?	Yes
Can this policy serve as a means of communicating YCC's mission and goals	Yes

Proposed Revision

Purpose

York Care Centre is committed to being an organization based on a foundation of character and a culture of excellence, positioning itself as the employer of choice for health professionals and support staff.

Desired Outcomes

- **Foundation of Character**

To create an environment where all employees feel valued and supported, York Care Centre will foster a workplace culture that promotes respect, fairness, accountability, and inclusivity. The organization will establish and uphold a strong foundation of character and ethical conduct in all aspects of its operations.

- **Culture of Excellence**

York Care Centre will cultivate a culture of excellence that encourages continuous learning, innovation, and a commitment to delivering the highest quality of care and services. Excellence will be reflected in all aspects of organizational performance, including staff professionalism, resident care, and community engagement.

- **Professional Development and Training**

York Care Centre will invest in the professional development and training of its staff, ensuring that they have the skills and knowledge necessary to excel in their roles. Opportunities for ongoing education and advancement within the organization will be actively promoted and supported.

- **Staff Well-being and Work-Life Balance**

Recognizing the importance of work-life balance and mental health, York Care Centre will provide employee wellness programs, flexible scheduling options, and supportive policies to enhance the overall work experience for staff.

- **Compensation**

York Care Centre aims to be the employer of choice for health professionals and support staff, attracting and retaining top talent in the industry. Within the bounds created by collective bargaining, the organization will provide competitive compensation.

Monitoring and Evaluation

The Board of Directors will monitor the achievement of the outcomes outlined in this Ends Policy through regular reports from the executive leadership team. Employee satisfaction surveys, retention rates, and assessments of organizational culture will be key indicators in the evaluation process.

Review Date

This Ends Policy will be reviewed annually to ensure its continued alignment with the evolving needs and goals of York Care Centre.

BRIEFING NOTE

Exploring the Concept of a “Centre of Excellence”

AGENDA ITEM:

Centre of Excellence Concept

ACTION REQUIRED:

Approval

Discussion

Information

MOTION: No motion required.

1. INTRODUCTION

Our vision statement is “York Care Centre will be a Centre of Excellence in Long Term Care”. The board has asked two committees (the Research and Ethics Committee, and the Governance and Audit Committee) to consider if YCC is moving forward in its vision to be a Centre of Excellence. We lack a common understanding of the meaning of “Centre of Excellence”, the range of possibilities that being a Centre of Excellence brings to YCC, as well as a view of our status as a Centre of Excellence.

As we move forward, we need to consider what opportunity exists for York Care Centre to establish itself as a Centre of Excellence, thinking beyond the research role. This paper attempts to describe the concept of a Centre of Excellence and explore some of the opportunities that the Board of Directors should explore.

2. CENTRE OF EXCELLENCE: CONCEPT & USE

2.1 General

The concept of "Centre of Excellence" has been used to refer to a team or group within an organization that has significant expertise and knowledge in a particular area or field. This group is often responsible for developing and sharing best practices, providing training and support to other departments, and driving innovation and continuous improvement across the organization. A Centre of Excellence typically consists of a core team of experts with a deep understanding of the relevant concepts (technology, practices, processes) in their area of focus.

They may be responsible for conducting research and development, evaluating new technologies, and providing guidance to other departments.

The goal of a Centre of Excellence can be to promote excellence and drive improvement by establishing a dedicated team focused on the specific area of interest.

2.2 Beyond the Organization

While the term "Centre of Excellence" generally refers to a team within an organization there may be other interpretations depending on the context. For example,

- In academia, a Centre of Excellence may refer to a research Centre or institute that is focused on advancing knowledge in a particular field, such as a Centre of Excellence for Neuroscience or a Centre of Excellence for Environmental Science.
- In healthcare, a Centre of Excellence may refer to a hospital or healthcare facility that is known for its expertise and success in treating a particular condition or disease, such as a Centre of Excellence for Cancer or a Centre of Excellence for Heart Disease.
- In sports, a Centre of Excellence may refer to a training facility or program that is dedicated to developing elite athletes in a particular sport, such as a Centre of Excellence for Soccer or a Centre of Excellence for Gymnastics.

In each of these contexts, the term is used to identify *a group that is dedicated to achieving excellence and driving innovation in a particular area or field.*

2.3 Not Always a Physical Location

A Centre of Excellence (COE) does not necessarily have to be a physical location. While some COEs may be housed in a dedicated facility, others may exist solely as a virtual team. The focus of a COE is on expertise, knowledge sharing, and innovation, rather than on a physical space. For example, a COE focused on a specific area of healthcare may consist of a team of experts located in different parts of the country or world, who collaborate remotely using technology such as video conferencing, shared databases, and online collaboration tools. This virtual team may provide support, guidance, and training to individuals at different locations, and may develop best practices and protocols that can be shared across a network.

2.4 The Organization as the Centre of Excellence

While a "Centre of Excellence" (COE) is typically associated with a specialized team within an organization, it is possible for an entire organization to be labeled a "Centre of Excellence" if it is *widely recognized for its expertise, innovation, and excellence in a particular area or field.* In some cases, an organization may establish a COE as part of its effort to maintain its status as a leader in a particular area or field. This COE may be responsible for driving innovation and excellence across the organization, promoting best practices, and providing training and support to other departments.

2.5 Centre of Excellence in Long Term Care

While many Centres of Excellence focus on research, there are organizations that prioritize other aspects beyond research, such as clinical care, education, advocacy, and community outreach.

- *Centre for Aging + Brain Health Innovation* – part of Baycrest, CABHI is dedicated to accelerating innovations in the aging and brain health sector. It focused on supporting and accelerating the implementation of innovation products, services and practices that directly impact the lives of older adults and individuals affected by brain health issues. It collaborates with a wide range of stakeholders, including researchers, healthcare professionals, businesses, and caregivers, to facilitate the development and implementation of innovative solutions for aging and brain health. CABHI's specific focus on innovation implementation and scaling, rather than being solely research-oriented, sets it apart as a unique entity.
- *The Reitman Centre at Mount Sinai in Toronto*, Ontario: the Centre is renowned for its provision of clinical care and support services for seniors, and their families, who are dealing with various mental health and cognitive challenges, including dementia and depression.
- *AGE-WELL Network of Centres of Excellence* – primarily focuses on developing and implementing innovative technologies and services to support aging individuals and caregivers, with a focus on policy change.
- *The Canadian Centre for Activity and Aging (CCAA)*, located at Western University, provides certifications, workshops, and programs to train fitness and health professional in catering to the needs of older adults, promoting active and healthy aging through physical activity.
- *The Schlegel-UW Research Institute for Aging*: a significant collaboration between the Schlegel Villages, a long-term care and retirement home provider in Ontario and the University of Waterloo. This partnership is committed to advancing academic research but also concentrates on translating research outcomes into tangible improvements in the care and well-being of seniors. Research areas include dementia care, therapeutic recreation, social connectedness, innovative care models and quality improvement in long-term care. The Centre stands out for its commitment to applying research findings in practical and impactful ways within the community of aging individuals, aiming to influence policy and practice.
- *Centre of Excellence in Frailty-Informed Care*: The Centre of Excellence honours Perley Health's longstanding commitment to research, learning and continuous improvement, and to delivering ever-greater value to the healthcare system and the community. The Centre leads and participates in innovative initiatives that advance quality of care, along with relevant research and knowledge translation.
- *The Ontario Centres for Learning, Research, and Innovation in Long Term Care* – is a team of experts who work remotely to continue supporting long term care homes across the province. The "Centre" is funding by the Ministry of Health and is "hosted" by Baycrest, Bruyere and Schlegel UW Research Institute *for Aging*.

- *West Park (Toronto)* advertises their Long-Term Ventilation Centre of Excellence *which, in addition to providing direct care to patients who rely on long-term ventilatory support, also provide health care provider training, sharing of best practices and supporting patients through care transitions.*
- *Government of New Brunswick* – As part of the FutureNB Initiative (experiential learning focus) the Department of Education and Early Childhood Development has launched several “Centres of excellence” to give students the opportunity to interact with experts and gain career experience in entrepreneurship, health care and social work. The health care Centre of excellence includes Shannex and the NBANH as a long-term care partners.

3. THE CENTRE FOR INNOVATION AND RESEARCH IN AGING – CIRA

After several years of engaging with partners, on a variety of research projects, the YCC board created CIRA as a separate organization, primarily to protect the organization’s interests if commercialization of any research outcomes was possible. Although some of CIRA’s projects have involved older adults living in the community, the mandate of CIRA is to conduct research which benefits the residents of York Care Centre.

CIRA has strengths in applied research which encompasses the majority of it’s work. The studies have primarily focused on improving the quality of life of older adults living in long-term care, assisted living, or independent living. Research studies have also included in-house quality improvement initiatives, staff education and training, and support for informal caregivers and family members. CIRA has not engaged in activities related to advocacy, or public policy. One area we could improve on would be ‘innovation’. To date only one of our projects has resulted in a unique innovation in which CIRA owns the intellectual property: MedReviewRx. Other current innovation projects include PassiveAware and the Discovery + Adopt funding from the Centre for Aging + Brain Health Innovation (CABHI).

4. THE QUESTION

The Board will soon focus on developing a strategic plan for the 2025-2030 timeframe. The Board will consider if its vision remains to be a Centre of Excellence. Part of their consideration will be to examine the benefits associated with being a Centre of Excellence and to determine the focus of this Centre of Excellence.

The Governance Committee is asked to consider if York Care Centre is currently operating as a Centre of Excellence in Long Term Care, and if we should consider any change in direction which would allow the organization to realize its Strategic Vision.

5. POINTS FOR CONSIDERATION

a) CIRA

- Has CIRA evolved into its full role as a Centre of Innovation and Research in Aging?
- C.I.R.A's activity has been primarily focused on research. However, the company was created with several objectives (as outlined in the Articles of Incorporation)
 1. To engage in and promote excellent research, education, knowledge transfer and policy evaluation in aging care;
 2. To engage and encourage partners who shared a common interest to come together for the purpose of conducting research and create new knowledge in the field of elder care;
 3. To seek funding for multi-disciplinary research in the field of aging and aging care;
 4. To develop and advance relevant technologies, knowledge, policy analysis and best practice development for aging care;
 5. To establish, receive and maintain a fund or funds for the purposes of engaging partners and organizations in research, education, knowledge transfer and academic pursuits relative to aging.
 6. To create a centre of excellence in which best practices are developed and disseminated to the long-term care system, in which research is constantly yielding new insights and directions in their field of elder care and staff are trained in the latest and best practices in elder care;
 7. To organize a variety of mechanisms through which new knowledge in aging care is transferred into practice; such mechanisms will include symposia, on-line training, webinars, and other methods as may be developed;
 8. To foster a close and well-functioning relationships with academic institutions, service providers and other organizations with similar goals to strength their mandates and programs on aging care;
 9. To effect collaboration at a level that encourages and supports the development of alternatives to institutionalization a growing aging population;
 10. To create an environment and research capability that will permit services and intellectual capital innovations to be marketed to government agencies, associations, trade organizations and private sector for purposes of conducting research on topics of relevance in the field of aging care.

b) Are we leaders in the delivery of long-term care?

- Do our quality indicators suggest that we are leaders?
- What is our reputation?
- Are we leaders in introducing best practices, innovations, etc.

- c) Should our focus be on residential long-term care, or do we take the broader perspective of aging care – residential and community?
 - Our largest program is residential long-term care. However, we also provide supportive housing, independent living, day programming and, soon, the Nursing Home Without Walls program.
 - Which service lines should be considered in the Centre of Excellence model?

- d) Partnerships
 - C.I.R.A has established strong academic relationships and is seen as credible research partner.
 - There is potential, with funding, to offer best practice support to other homes. These homes are eager for such support.

- e) Sustainability of funding
 - York Care Centre does not receive funding to support “Centre of Excellence” work.
 - A portion of C.I.R.A.’s revenue offsets costs within York Care Centre. C.I.R.A.’s lack of long term funding is a significant issue.
 - Current staffing model of Y.C.C. makes it challenging to provide services beyond the traditional.

PREPARED FOR:

The Governance and Audit Committee of the Board.

PREPARED BY:

Geri Geldart

January 29, 2024

BRIEFING NOTE

To: Governance Committee of the Board of Directors

From: Geri Geldart, President and CEO

Date: January 30, 2024

RE: Board Members – Terms and Re-appointments

Purpose

To prepare for the next round of board appointments / re-appointments.

Background

- As outlined in the committee's terms of reference, the Governance and Audit Committee is responsible for the nomination, selection, orientation, and training of Board Members.
- The committee is expected to present recommendations at the May/June meeting of the Board.
- The bylaws of the organization outline the board composition requirements, as follows.

8) COMPOSITION OF THE BOARD

- a) The Board shall have a minimum of ten to a maximum of fifteen members*
 - b) No person shall serve more than nine consecutive years as a member of the board.*
 - c) A person who has served nine consecutive years as a member of the board is not eligible to serve again as a member of the board of directors until one year after the person ceased to serve as a member of the board of directors.*
 - d) The following persons are not eligible to serve as members of the board:*
 - (1) An employee of the nursing home;*
 - (2) The spouse, child, parent, brother or sister of an employee of the nursing home;*
 - (3) An employee of the Department of Social Development;*
 - (4) A member of the Legislative Assembly of New Brunswick; or*
 - (5) A health care professional delivering health care services to the residents of the nursing home or receiving a retainer from the nursing home.*
 - e) A person who selects or appoints a member to the board of directors shall attempt to ensure that the selection or appointment results in the composition of the board of directors generally reflects the composition of the population of the community served by York Care Centre*
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Current Status

- There are currently 14 board members.
- Four members' terms will be complete at the end of the 2023/24 board year.
 - Lyne St-Pierre-Ellis – completing her second term and eligible for re-appointment.
 - Doug Holt – completing his first term and eligible for re-appointment.
 - Pierre Leblanc – completing his first term and eligible for re-appointment.
 - Brenda Bossé – completing her first term and eligible for re-appointment.
- One member, Wayne Snowdon, will complete his third term at the end of the 2024/25 board year and will not be eligible for re-appointment.

Recommendation

1. The Governance and Audit Committee is advised to reach out to each of the four members whose terms end this year to determine their willingness to stand for re-appointment.
2. The Governance and Audit Committee is advised of the need to have nominations finalized at the April meeting of the Committee, for presentation to the Board in May/June 2024.
3. The committee is advised to assess the current board composition to determine any specific skill requirements which should be addressed in the next round of board member nominations.
4. The committee should consider if recruitment could begin in the spring to allow for new member approval to be considered at the Annual General Meeting.

