



**Annual Report  
2024 - 2025**







# Our Story

The York Care story is one of community dedication and support that spans more than five decades. In 1968, following the abolishment of the York County Council, local community leaders recognized the need for a modern facility to care for seniors in our region. Their commitment led to the creation of York Manor, a 76-bed nursing home that would serve as the foundation for what has grown into today's York Care Centre. From those beginnings, our services now encompass a 218-bed long-term care facility, an Adult Day Program, the Nursing Home Without Walls Program, a 31-bed assisted living facility, 72 independent living apartments for seniors, and CiRA—the Centre for Innovation and Research in Aging. This growth reflects our community's evolving needs and our commitment to meeting them.

Throughout our journey, we have remained true to our founding principle: providing compassionate care to those who need it most. What began as a response to community necessity has developed into a continuum of care that supports individuals and families at every stage of their journey. Guided by a volunteer Board of Directors, our team of healthcare professionals brings both expertise and commitment to their work. We understand that considering long-term care represents one of life's significant transitions, and we are committed to making that journey as comfortable and supported as possible. Today's York Care Centre stands as an example of what can be achieved when community vision meets professional dedication. We are more than a care provider—we are neighbors caring for neighbors, continuing a legacy of compassion that began in 1968.



# Reflections and Gratitude

## A message from the Chair and CEO.

As we present York Care Centre's annual report for 2024-25, we are proud to share the achievements of our five-year strategic journey that began in 2020.

When our Board of Directors approved our five-year strategic plan in 2020, we established a vision to become a centre of excellence in long-term care. Then COVID-19 arrived, fundamentally altering our landscape. The pandemic required us to pause our initial strategic implementation and redirect our complete focus toward ensuring the safety and well-being of our residents and staff during those first two critical years.

In 2022, we resumed our strategic work with renewed determination. The experience of navigating the pandemic challenges showed the resilience of our team and our organization's ability to adapt under pressure. These strengths enabled our team to meet and exceed the objectives of our plan.

The progress achieved since 2022 is significant. Our Care Services team has consistently met staffing targets throughout the past year while achieving excellence in quality indicators including reduced antipsychotic medication use, enhanced pain management protocols, and improved skin care outcomes. Our community reach has expanded significantly through the successful launch of the Nursing Home Without Walls program and the growth of our Adult Day Program.

Through focused recruitment and retention strategies, we have successfully filled all essential positions and improved our staff retention rates. Investments in infrastructure, staff development programs, and community partnerships have strengthened every aspect of our organization.

Throughout this challenging period, we have maintained our core commitment to person-centered care. Every operational improvement has been implemented with our residents' dignity, comfort, and quality of life as the driving force. The dedication of our staff, the support of our residents and their families, and the guidance of our Board of Directors has been essential to our success.

We are grateful for the trust our community places in us and remain committed to advancing quality care and innovative services for those we are privileged to serve. Thank you for your continued support.



Marjorie Belzile  
Board Chair



Geri Geldart  
President and Chief Executive Officer



## Board of Directors 2024-2025



**Marjorie Belzile**  
Chair



**Bryanna White-Aube**  
Vice Chair



**Wayne Snowdon**  
Secretary



**Pierre LeBlanc**  
Treasurer



**Lyne St-Pierre-Ellis**  
Past Chair



**Andrea Seymour**  
Director



**Tracey Burkhardt**  
Director



**Donna Curtis Maillet**  
Director



**Deborah Wybou**  
Director



**Dana Bursey**  
Director



**Wayne Albert**  
Director



**Hector Losier**  
Board Chair  
York Care Foundation

## Senior Leadership Team



**Geri Geldart**  
President &  
C.E.O.



**Michel Boyer**  
Director, Facilities  
& Infrastructure



**Heather Harris-Jones**  
Chief Financial Officer



**Shelley Kenny**  
VP People &  
Culture



**Jamie Roy**  
VP Care Services  
& Quality



# VISION

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

# MISSION

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

# VALUES

## Character

Do the Right Thing

## Accountability

For the prudent use of resources

## Respect

For our community of care and each other

## Excellence

We strive for continuous improvement





# BUILDING OUR FUTURE

## Strategic Plan for 2020 - 2025

### Our Strategic Pillars

York Care Centre's five-year strategic plan was built upon five interconnected pillars. These pillars addressed critical aspects of our operations and our strategy for improvement.

- The **Care** pillar focused on our residents, clients, and their families through person-centered approaches and evidence-based programs.
- Our **Resources** pillar focused on having the right people, financial stability, and technology necessary to deliver on our promises.
- The **Environment** pillar recognized that physical spaces and surroundings directly impact well-being and quality of life.
- Through **Partnerships**, we leveraged strategic alliances and community relationships to expand our reach and effectiveness.
- Finally, our **Research** pillar contributed knowledge to benefit not only our organization but the broader field.

Together, these five pillars created a strong foundation for the improvement and growth we have achieved.

 <b>Care</b> Aging Population, Residents, Clients	 <b>Resources</b> People, Financial, Technological	 <b>Environment</b> Building, Grounds, Equipment	 <b>Partnerships</b> Strategic Alliances, Public Relations, Communications	 <b>Research</b> Innovation, Health Promotion, Knowledge Transfer
<ol style="list-style-type: none"> <li>1. To provide exceptional, person and family centred care and services through evidenced based delivery models.</li> <li>2. To develop and implement a community outreach program.</li> <li>3. To enhance resident / client focused activity programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. To improve resident / client outcomes through efficient use of current funding model and resources.</li> <li>2. To enhance staffing experiences and improve retention.</li> <li>3. To develop a process on quality improvement.</li> </ol>	<ol style="list-style-type: none"> <li>1. To maintain the internal / external surroundings of all our residential facilities at a 'near new state'.</li> <li>2. To ensure a safe and secure environment for residents / clients and staff.</li> <li>3. To implement initiatives that support or enhance options for senior's living.</li> </ol>	<ol style="list-style-type: none"> <li>1. To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).</li> <li>2. To increase YCC's leadership position in the community by improving the level and the volume and effectiveness of partnerships.</li> <li>3. To increase volunteer participation.</li> </ol>	<ol style="list-style-type: none"> <li>1. To increase involvement in research activities that focus on promoting and improving the social, emotional and physical well-being of seniors.</li> <li>2. To foster relationships with researchers, stakeholders, and members of the community.</li> <li>3. To promote and support the translations and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.</li> </ol>
<ul style="list-style-type: none"> <li>✓ Improve resident / client quality of life.</li> <li>✓ Improve resident / client and family satisfaction.</li> <li>✓ Increase participation in outreach programs.</li> <li>✓ Ensure residents / clients are satisfied with programs and services.</li> <li>✓ Meet or exceed standards, licensing requirements and key performance indicators.</li> <li>✓ Increase the number of activities available.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Satisfied workforce through wellness and a safe workplace, resulting in reductions in lost time and turnover.</li> <li>✓ Improve staffing processes to enhance overall care; more time with residents / clients.</li> <li>✓ Responsible fiscal management with a focus on continuous quality improvement.</li> <li>✓ Enhance training to staff, clarify roles and expectations, and ensure adequate supervision across YCC.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continuous improvements in the internal and external surroundings.</li> <li>✓ Positive feedback from residents, clients, and families regarding our efforts to maintain our infrastructure in a 'near new state'.</li> <li>✓ Positive feedback from residents, clients, and families articulating our ability to create a 'home-like' atmosphere.</li> <li>✓ Number of incidents are reduced / eliminated.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase volume and effectiveness of partnerships.</li> <li>✓ Increase in number of volunteers, volunteer hours and programs.</li> <li>✓ Residents, clients, and families needs and preferences are met through partnerships.</li> <li>✓ Improve communication with all stakeholders and partners.</li> <li>✓ Increase marketing initiatives that promote YCC's profile in the community.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved quality of life for residents, clients, families, and staff.</li> <li>✓ Situated at the forefront of health and aging research and recognized as a reputable research organization.</li> <li>✓ Increase level of quality research projects, partnerships and collaborations.</li> <li>✓ Increase amounts of monetary support from granting agencies, governments, communities, and foundations.</li> </ul>



# Building Our Future 2020 - 2025 Strategic Plan

As we reach the conclusion of our five-year strategic plan, “**Building our Future**”, York Care Centre has successfully built a stronger foundation for quality care and service excellence. The initiatives and improvements outlined below demonstrate our commitment to enhancing every aspect of our operations—from resident care and staff development to facility improvements, community partnerships and innovation. Through effort and teamwork, we have achieved meaningful progress across all areas of our strategic priorities, positioning York Care Centre for continued success in serving our residents and community.

## Care

- Continued focus on resident quality of life as evidenced by strong results in the annual Quality of Life surveys.
- Launched a quality improvement framework to guide our improvement work in the areas of quality of life, quality of care, a safe environment and a positive workplace.
- Introduced an Advanced Caregiver Program to support family involvement in care.
- Expanded our resident menu offerings, based on resident and staff feedback.
- Measurable improvements in clinical care quality, particularly in the areas of pain management, restraint use and the use of antipsychotic medications.
- Successful annual inspections with no significant infractions noted.
- As part of our community outreach, we expanded our Adult Day Program for individuals living with dementia and launched the Nursing Home Without Walls Program.

## Resources

- Improvement in our recruitment and retention programs, resulting in a 100% Care Compliance rate, an 86% retention rate, reduction and elimination of the use of temporary agency staff and a 26% increase in the amount of summer vacation granted.
- Many staff development offerings including the Resident Attendant Training Program, mentorship, workplace safety, leadership development, palliative care, wound care, and others.
- The GET Inspired Team sponsored many employee activities focused on wellness, recognition and fun! An employee fitness room was established.
- Launched an Employee Engagement framework to guide our work in the areas of work-life balance, communication, recognition, learning, and compensation.
- Received a rebate of WorksafeNB contributions due to reduction in work safe claims.





# Celebrating Success

## Environment

- Strong focus on maintaining our facilities and environment in a “near new” condition.
- Refurbished the Birch Grove Unit - Memory Lane and received the Resident-Centred Home Award from the NB Association of Nursing Homes for this work.
- Completion of a completely paved, one-kilometer walkway encircling our premises, providing a safe area for resident activity.
- A complete update of our Disaster and Emergency protocols.
- Strengthened our cybersecurity protocols.
- Upgraded several facility features including outdoor lighting, public address system, nurse call system, front entrance accessibility as well as several roofing projects.

## Partnerships

- We officially changed our name to York Care Centre to fully reflect our vision and mission.
- Strong partnership with the York Care Foundation, supporting their fundraising efforts through administrative support, event coordination, communication and donor recognition.
- Strengthened our communication processes through active social media presence, a refreshed web-site, regular newsletters and staff e-boards.
- Intergenerational programming through partnerships with local schools and daycare facilities.
- Although the pandemic caused many of our volunteers to step away, we continue to benefit from the contribution of many volunteers who improve the quality of life for our residents by their support of the religious services, music programs, friendly visits and gardening, to name a few.

## Research

- Our research work has focused on several areas of aging care questions, such as antibiotic use in long term care, safety monitoring in the community, improving physical activity and increasing options for communication with family members.
- Our research team organized three successful research symposiums which shared research results and topics of interest to long-term care providers in New Brunswick. The team also organized a very successful Research Open House which shared the activities and results of the team with members of our staff and the public, at large.







# Accomplishments 2024 - 2025

Our commitment to providing exceptional care remains at the heart of everything we do. This year, we achieved 100% of the Care Pillar operational goals.



## Nursing Home Without Walls

We successfully launched this innovative program, appointing Candace Purcell as program manager and securing a five-year funding commitment from the Department of Social Development. This program allows us to extend our expertise and services beyond our facility, providing comprehensive care and support to seniors living in our community.

## Quality of Care Improvements

We maintained our Care Compliance at 100 - 105% since April 2024, ensuring our residents are able to receive the expected standard of care.

## Enhanced Dining Experience

Our dietary team focused on improving food temperature as a means to improve the quality of the dining experience. Our annual resident survey improved satisfaction with food temperature.

## Quality of Life Assessment

We completed our second annual Quality of Life Survey as part of the Seniors Quality Leap Initiative (SQLI). Collecting survey responses from both residents and families, we were able to measure improvements and compare our performance with other long-term care facilities.

## Pharmacy Services

We entered a new partnership with Lawtons Drugs which will ensure that our residents continue to receive high quality pharmacy services and that our team have access to professional pharmacy resources.

## Resident Activity Programming

We provided all residents and families the opportunity to provide input on therapeutic recreation programming. This information informs programming for the upcoming year.





# Accomplishments 2024 - 2025



## Employee Engagement Framework

We developed and implemented an Engagement Framework to guide our actions and decisions in establishing York Care Centre as an Employer of Choice.

## Management and Leadership Development

We launched a monthly Management Forum focused on communication, alignment and collaboration. Additionally, we provided professional development workshops for leaders, including sessions on “Creating Effective Teams” and mental wellness.

## Staff Wellness Initiatives

We held a successful “Revive and Thrive” wellness education day which included education sessions and a smoothie bar provided by the GET Inspired team.

## Improved Vacation Utilization

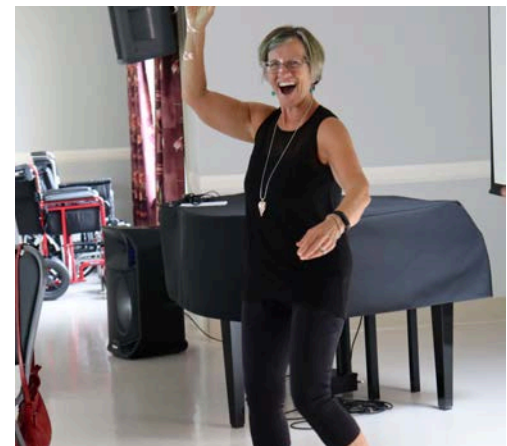
Recognizing the importance of work-life balance, we successfully increased the amount of vacation time taken by staff **by over 20%**

## Improving Administrative Efficiency

To improve efficiency, we updated several key processes including procurement, shipping and receiving, inventory count and financial statement format. We met our target of reviewing and updating 33% of our policies as part of a three-year policy review process.

# RESOURCES

We recognize that our resources - our dedicated staff, advanced technologies, and robust programs - are fundamental to delivering outstanding care. This year, we have achieved several milestones.







## Accomplishments 2024 - 2025

We are dedicated to creating a safe, sustainable, and resilient environment for our residents, staff, and the broader community.



### **Nurse Call System Replacement**

We made significant progress on replacing our Nurse Call system, with most of the work completed in 2024/25 and the remaining work in Dixon on track for completion by May 2025.

### **Front Entrance Accessibility**

We completed improvements to our front entrance to enhance accessibility.

### **Housing Improvements**

We signed operating agreements with NB Housing for our independent apartment buildings, preserving our property tax credit and enabling access to subsidies for building improvement projects. The roof replacement at 95 Sunset was completed, with planning underway for 91 Sunset.

### **Risk Management**

We developed a comprehensive risk matrix to identify and prioritize potential risks, with risk mitigation plans now in place.

### **Cybersecurity**

We launched a cyber threat awareness education program to protect our digital infrastructure and sensitive information.

# Accomplishments 2024 - 2025

## Strengthened Communication

We completed a refresh of the York Care Centre website to improve communication with stakeholders. We developed and implemented a social media content plan to support our programs and services, enhancing our community presence.

## York Care Foundation

We continue to support the York Care Foundation in their efforts to raise funds for the benefit of residents. We refreshed our video displays, including the donor boards, to better recognize and celebrate our supporters.

## Strategic Planning Process

We engaged in extensive consultation for our 2025 - 2030 Strategic Plan, including focus groups, surveys, and a successful World Cafe session.

## Intergenerational Programs

Our partnership with local schools and early childhood education centres has enriched our residents' lives through intergenerational programs that bring students and residents together for fun and creative activities. These meaningful connections have fostered mutual understanding while combatting social isolation.

## PARTNERSHIPS

York Care Centre understands the power of strong partnerships in enhancing the quality of care and community engagement.





At York Care Centre, research is an important part of our mission of advancing knowledge and enhancing the quality of care for our residents.



## Research Symposium

CiRA. hosted another successful research symposium in September 2024, bringing together experts, researchers, and practitioners to share the latest findings and innovations in elder care.

## Sustainability Plans

Sustainability plans for two key research initiatives - 2RACE with Me, and Genie, were developed, ensuring the long-term viability of these valuable programs.

## Projects

- Improving Mealtime Experience - Suzy Q hot cart
- Antibiotic Stewardship in Long-Term Care
- Development of an Older Person's Rights Indicator Framework
- Passive Aware for At-home Informal Dementia Care
- A Day in the Life - Dementia Empathy Training through Role Play

# Financial Report 2024 - 2025

## York Care Centre Inc.

Total Revenues	\$24,858,876
Total Expenditures	\$22,023,730
Depreciation	\$1,543,049
Investment Income	\$105,980
Excess of Revenue Over Depreciation	\$1,398,077

## York Developments Inc.

Total Revenues	\$1,788,760
Total Expenditures	\$1,531,735
Depreciation	\$158,107
Interest Income	\$15,439
Excess of Revenue Over Depreciation	\$114,357

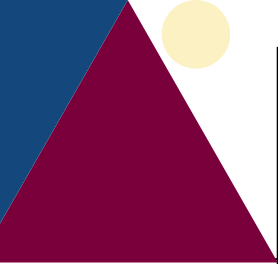
## Centre for Innovation and Research in Aging Inc.

Total Revenues	\$441,051
Total Expenditures	\$455,438
Other Income	\$14,474
Excess of Revenue Over Depreciation	\$93

## York County Properties

Total Revenues	\$20,291
Total Expenditures	\$20,291
Excess of Revenue Over Depreciation	\$0





# York Care Centre

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