

**Finance & Administration Committee
AGENDA**

Monday, November 4, 2024 @ 5:30pm

Item	Description	MRP
1.0	Call to Order and Introductions	Pierre LeBlanc
2.0	Approval of the Agenda	Pierre LeBlanc
3.0	Declaration of Conflict of Interest	Pierre LeBlanc
4.0	Approval of Previous Minutes: September 23, 2024*	Pierre LeBlanc
5.0	Business Arising from the Minutes	
	5.1 Quarterly Reporting Changes	Pierre LeBlanc
6.0	Standing Reports	
	6.1 Unaudited Financial Statements Q2 July 1 – September 30, 2024*	Heather Harris-Jones
	6.1.1 York Care Centre Inc	
	6.1.2 York Development Inc	
	6.1.3 Centre of Innovation & Research in Aging Inc	
	6.1.4 York County Properties	
	6.2 Finance & Administration Q2 Report*	Shelley K/Michel B
7.0	New Business	
	7.1 Annual Employee Survey Review*	Shelley Kenny
	7.2 Employee Engagement Framework Review*	Geri Geldart
8.0	Next meeting – February 10, 2025	

**Denotes attachment*

Proposed Motions

1. That the minutes of September 23, 2024, be approved.
2. That the unaudited financial statements for Q2 July 1, 2024 – September 30, 2024 be approved as presented.



**Minutes of Meeting
Finance & Administration Committee
on September 23, 2024 at 5:30pm**

Present: Pierre LeBlanc (Chair), Lyne St-Pierre-Ellis Wayne Snowdon, Deborah Wybou, Marjorie Belzile, Geri Geldart (ex-officio)

Regrets: Dana Burse, Doug Holt (community member)

Staff: Michel Boyer, Heather Harris-Jones (virtual), Shelley Kenny (virtual)

1. Call to order and introductions

Pierre LeBlanc, Chair called the meeting to order at 5:30 pm

2. Approval of agenda

The agenda was approved as presented.

It was moved by Deborah Wybou and seconded by Wayne Snowdon that the agenda be approved. All in favour.

Motion Carried.

3. Declarations of Conflict of Interest

Mr. LeBlanc asked the members present if there was a need to register a conflict of interest. No conflicts identified.

4. Approval of previous minutes – May 6, 2024

The minutes were approved as presented.

Motion:

It was moved by Marjorie Belzile, and seconded by Lynne St-Pierre-Ellis that the minutes of May 6, 2024 be approved as presented. All in favour.

Motion carried.

5. Business arising

5.1 Discussion on Quarterly Reporting Changes

A sample of the reporting changes was included in the meeting package. Further changes will be presented at the November meeting.

6. Standing Reports

6.1 Unaudited Financial Statements Q1 April 1, 2024 – June 30, 2024

The unaudited financial statements for the period of April 1, 2024 – June 30, 2024, were included in the meeting package for information. Heather Harris-Jones presented an overview of the statements.

6.1.1 York Care Centre Inc.

- Current revenue for the end of June is \$6,073,867 versus expenditures of \$5,726,942 for a surplus of \$346,924.
- Main contributors to the surplus were underspending in salary and benefits \$35,893, professional fees, \$18,400 and deferred revenue for NHWW \$232K.

6.1.2 York Developments Inc.

- Current revenue for Independent Housing, Supportive Housing, ADP and NHWW is a combined total of \$422,022, expenses are \$386,432 with a surplus of \$35,588.
- Higher net earnings due to lower expenses mainly in Maintenance Cost Center, higher revenue in Supportive Housing. ADP realized revenue for increased interest income.

6.1.3 CIRA

- Current revenue of \$127,217, expenses are \$124,768 with a surplus of \$9,421. The primary reason for the surplus is related to bank interest and reduced staff resources.

6.1.4 York County Properties

- Reporting will be provided annually.

6.2 Finance & Administration Q1 Report

The Quarter 1 report from staff was included in the meeting package. In addition, the staff provided verbal updates reflecting status up to June 30, 2024.

Human Resources – S. Kenny provided an updated. Highlights include:

- There were 35 new staff members welcomed, 28 are members of the Care Services team and 7 joined the Support Service team. Additionally, 4 staff obtained a change in classification.
- During this period, 12 employees resigned - 4 moved, 3 were not picking up shifts, and 5 sought employment elsewhere.
- An internal Resident Attendant training course was coordinated which resulted in 13 graduates joining the team.
- The final candidate for the 2023 mission is expected to arrive in September 2024.
- Retirement celebrations and years of service ceremony was held in June. There were 5 employees that retired, and 2 employees were recognized for their years of service.
- During Q1 there was more than a 40% increase in vacations granted to staff over the same period in 2023, while keeping care compliance at 101%.

The committee members commended remarkable changes in care compliance and the efforts of the team over the last 12 months.

Facilities, Building and Infrastructure – M. Boyer provided an update.

- There were 26 refurbished rooms in YCC and 4 units in YDI.
- Planning is underway for the replacement of the Nurse Call System and portable phone system. York Care Centre will provide the project management with support by RSEI. There have been 2 proposals received that are under review – Atlantic Sound and Alarms and QSA/DC Electric. Site visits have been completed and it is anticipated that a proposal of choice will be finalized by September 30th.
- The resident room air conditioning project is in the design stage and being managed by DTI. Consultants have been engaged. This project is expected to be done in phases with phase one being Tower and Birch Grove.
- There was a flood in YDI (91 Sunset). Damage was caused from an unattended and overflowing sink in Unit 18. The damage extended through 3 floors. A claim has been filed through our insurance provider at a cost of \$47,575.31.
- Replacement of the A-wing flooring has been completed. Subsequent to water damage in this wing, it was noticed that the floor tiles were starting to lift.
- IT initiative implemented include: Beauceron cybersecurity training and multi-factor authentication to 17 admin users. A managed detection and response solution was implemented, and the IT incident response plan was added to the Disaster and Emergency Plan.

7. New Business

7.1 Annual Work Plan 2024 - 2025

G. Geldart shared the Annual Work Plan for 2024 – 2025 outlining items that should be considered for the upcoming year. Suggestions for future meetings include:

- Review the quarterly reporting of the finance KPI's.
- Develop a reporting framework for the Employer of Choice ends policy.
- Consider streamlining the degree of detail in quarterly reports to reduce the committee workload.
- Complete a Risk Management Plan.
- Review potential housing projects/opportunities. (Hawkins, Wetlands, non-profit operational agreements)

7.2 Terms of Reference Review

G. Geldart provided the current Terms of Reference document. Committee members were asked to review in preparation for the strategic planning work that will occur over the course of the next year.

8. Date of Next Meeting – November 4, 2024.

On a motion by Wayne Snowdon, the meeting was adjourned at 7:00pm.

Pierre LaBlanc, Chair

Jennifer Vos, Recorder

**York Care Centre
September Quarterly Board Report
Summary information**

ASSETS:	
Unrestricted cash	\$1.908M
Total receivables	\$0.226M
LIABILITIES:	
Trade	\$0.582M
Accrued Salary / Payroll Costs	\$0.987M
Accrued Vacation/ Stats	\$1.114M
Pension Payable Social Dev.	\$0.387M

Capital Update: At this time the washer is purchased and installed. A new quote is required as larger oven needed. Front ramp complete. Contractor for Nurse Call System chosen and approved by SD.

	ACTUAL	BUDGET
REVENUES	\$12.218M	\$12.185M
EXPENDITURES	\$11.564M	\$11.605M
SURPLUS/(DEFICIT)	\$0.654M	\$0.580M
YTD SUMMARY TOTALS		
Salary and Benefits	\$8.601M	74.4%
Supplies and Other Expenses	\$2.072M	17.9%
Dep'n and Mortgage	\$0.891M	7.7%
	\$11.564M	100%

YCC finished Q2 slightly better than budget: surplus \$0.654M, budget \$0.580M resulting in a small positive variance of \$0.074M. Our budget now reflects an annual surplus due to the change to base depreciation on the asset useful life for buildings with mortgages. However, the real surplus is the positive variance of \$0.074M, (surplus better than budget). At this time half of the surplus would be considered delayed spends (timing of spend to budget). The surplus is mainly due to higher unbudgeted secondment revenue, dietary revenue, (formerly netted against expense), and overall lower expenses with Audit Fees, Education that were offset by higher supplies costs (food and laundry), and maintenance. Underspends with Get Inspired/Advertising/Communication and Utility are considered as delayed spends and the full budget is expected be used.

Revenue/resident/day:	\$307
Expenditures/resident/day:	\$291
Number of Beds:	218
Vacant bed days:	5

STAFFING OVERVIEW		
Permanent (Guaranteed fulltime/partime)	Vacant Permanent positions:	
Administration/HR	12	0
Care/Recreation	165	13
Environment/Support	56	7

YORK CARE CENTRE INC.
Statement of Financial Position
9/30/2024

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,908,251	1,804,524 *1	103,727
CASH - RESTRICTED FUNDS	75,922	84,616	(8,694)
ACCOUNTS RECEIVABLE			
- RESIDENTS	44,242	76,894 *2	(32,651)
- DEPT of SOCIAL DEVELOPMENT	36,699	36,895	(196)
- HST	28,304	40,789	(12,485)
- OTHER	116,939	94,942	21,996
INVENTORIES	97,837	97,837	-
PREPAID EXPENSES	332,987	500,107 *3	(167,121)
LONG TERM RECEIVABLE	-	-	-
TOTAL CURRENT ASSETS	2,641,180	2,736,604	(95,423)
LAND, BUILDING AND FURNITURE (Net)	25,219,337	25,539,909	(320,572)
TOTAL FIXED ASSETS	25,219,337	25,539,909	(320,572)
TOTAL ASSETS	27,860,518	28,276,513	(415,995)
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,070,834	3,047,897	22,937
DEFERRED REVENUE	442,720	538,476 *4	(95,756)
TOTAL CURRENT	3,513,554	3,586,373	(72,819)
LONG TERM			
LONG TERM DEBT	11,142,995	11,716,565	(573,570)
DEFERRED CONTRIBUTIONS	1,332,036	1,401,386	(69,350)
TOTAL LIABILITIES	12,475,031	13,117,951	(642,920)
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	68,237	74,816	(6,579)
UNRESTRICTED	11,149,622	11,150,447	(825)
NET INCOME (LOSS) FOR PERIOD	654,073	346,925	307,148
TOTAL FUNDS	11,871,932	11,572,188	299,744
TOTAL LIABILITIES & FUNDS	27,860,518	28,276,513	(415,995)

Notes:

1. Increase due to normal monthly movements with Accts Receivable, Accts Payable and Revenue.
2. Decrease due to continued reassessments and payments received by SD/Public Trustee/Residents.
3. Decrease due to monthly amortization to expense the annual property tax and insurance.
4. Decrease mainly due to the Property Taxes, paid by SD in May, being booked to Revenue monthly.

YORK CARE CENTRE INC.
Statement of Operations - Year to Date
6MONTHS ENDING 9/30/2024

	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual
REVENUE AND RECOVERIES			
Operating Revenue	11,452,366	11,524,987	-72,621
Recurring Budget Amendments	0	0	0
Non-recurring Budget Amendments	102,160	102,160	0
Administration	232,698	220,646	12,052
Care Services	100,927	33,063	67,863
Operations	191,719	165,033	26,687
Deferred Contributions	138,701	138,701	0
TOTAL REVENUE AND RECOVERIES	<u>12,218,571</u>	<u>12,184,590</u> *1.	<u>33,981</u>
OPERATING EXPENSES			
Administration	2,287,682	2,334,428	*2. 46,747
Care Services	5,282,604	5,284,974	*3. 2,370
Operations	3,103,441	3,085,360	*4. -18,081
Mortgage Interest & Depreciation	890,772	900,078	*5. 9,306
TOTAL EXPENSES	<u>11,564,498</u>	<u>11,604,840</u>	<u>40,342</u>
NET SURPLUS (DEFICIT)	<u>654,073</u>	<u>579,749</u>	<u>74,324</u>
Less: Transfer to replacement reserve	1,650	0	1,650
(Increase) or Decrease in Operating Fund Accumulated Deficit	<u>652,423</u>	<u>579,749</u>	<u>72,674</u>

Notes (Actual to Budget):

1. Lower revenue due to lower funding from SD \$72.6K, Admin Other \$3.2K offset by higher Secondment Rev \$67.9K, Student Funding \$15.3K, Dietary Recovery Rev \$14.7K (prev. netted against exp.), Café Rev \$5.0K, Other Combined Rev \$7.0K.
2. Lower due to lower overall Salary/Payroll Costs \$25.9K, Get Inspired/Adver./Com \$11.2K, Prof. Fees \$12.7K (mainly audit), Education \$14.1 offset by higher Recruitment \$7.4, Office Supplies \$9.7K.
3. Higher due to overall higher Payroll Costs \$18.5K (incl. Secondment Salary) offset by lower Supplies \$17.9K and Equip. \$3.0K.
4. Higher due to higher Supplies Costs \$32.0K, Salary Costs \$9.3K, Maintenance \$13.9K, Computer Hardware/Software \$9.8K, Vehicles \$1.4K offset by lower Utilities \$32.5K and Linen/Mattress \$12.3K Equipment \$3.6K.
5. Lower Depreciation due to delayed capital purchases \$9.3K.

York Development Inc.
September Quarterly Board Report
Summary information

Unrestricted cash	\$0.6340M
Total receivables	\$0.085M
LIABILITIES - Current	\$0.404M

Replacement Res. Update: The replacement of the roof at 95 Sunset Drive is scheduled to be completed late October. NB Housing approved funding via a non-repayable loan but a portion is to be funded by the reserve.

	ACTUAL	BUDGET
REVENUES	\$0.856M	\$0.874M
EXPENDITURES	\$0.800M	\$0.856M
SURPLUS/(DEFICIT)	\$0.056M	\$0.018M

YDI finished Q2 better than budget; surplus \$0.056M, budget \$0.018M resulting in a positive variance of \$0.038M. The positive variance is mainly with Supportive Housing \$0.034M, due to higher care revenue and interest that was offset by overall higher payroll expenses offset by lower maintenance. Independent living was \$0.010M better than budget mainly due to delayed maintenance spend for the roof replacement offset by slightly lower revenue. ADP finished lower than budget by \$0.006M due to higher payroll costs offset mainly by food costs. NHWW reflects no net income as revenue is recognized to match expenses incurred.

Revenue/tenant/month (YDI): (72 Units) \$631

Expenditures/tenant/month (YDI): \$598

Total Revenue/tenant/month (SH): (31 Units) \$2,486

Rent Revenue/tenant/month \$981

Care Revenue/tenant/month \$605

Service Fee Revenue/tenant/month \$667

Expenditures/tenant/month (SH): \$2,247

Revenue/client/days (ADP): \$78

Expenditures/client/Days (ADP): \$81

STAFFING OVERVIEW	
Staffing for all 4 business units	17

Other: There was water damage in 91 Sunset due to a tenant leaving a faucet on. The cost to repair was \$45K. Work complete and waiting for payment on insurance claim. Receivable is \$45K as deductible was waived.

YORK DEVELOPMENT INC
Statement of Financial Position - CONSOLIDATED
9/30/2024

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	634,385	520,037 *1	114,348
ACCOUNTS RECEIVABLE	77,927	32,748 *2	45,179
HST RECEIVABLE	7,456	2,291	5,165
PREPAID EXPENSES	45,215	77,503	-32,288
TOTAL CURRENT ASSETS	<u>764,983</u>	<u>632,579</u>	<u>132,403</u>
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	284,149	238,239 *3	45,910
DEFERRED VACANCY SUBSIDY	47,357	46,753	604
TOTAL RESTRICTED CASH & DEPOSITS	<u>331,506</u>	<u>284,992</u>	<u>46,514</u>
FIXED ASSETS			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	-4,427,997	-4,388,826	-39,171
TOTAL FIXED ASSETS	<u>1,897,420</u>	<u>1,936,591</u>	<u>-39,171</u>
TOTAL ASSETS	<u><u>2,993,909</u></u>	<u><u>2,854,163</u></u>	<u><u>139,746</u></u>
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	183,459	154,174	29,285
DEFERRED REVENUE	221,054	134,578 *4	86,476
TOTAL CURRENT LIABILITIES	<u>404,514</u>	<u>288,752</u>	<u>115,762</u>
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,489,915	1,522,967	-33,052
TOTAL LONG TERM LIABILITIES	<u>1,489,915</u>	<u>1,522,967</u>	<u>-33,052</u>
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	2,002	2,502	-500
TOTAL DEFERRED	<u>2,002</u>	<u>2,502</u>	<u>-500</u>
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	284,149	238,239	45,910
VACANCY SUBSIDY RESERVE	47,357	46,753	604
EARNED SURPLUS	710,362	719,362	-9,000
NET INCOME (LOSS) FOR PERIOD	55,610	35,588	20,022
TOTAL EQUITY	<u>1,097,478</u>	<u>1,039,942</u>	<u>57,536</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,993,909</u></u>	<u><u>2,854,163</u></u>	<u><u>139,746</u></u>

Notes:

1. Increase due to second installment for NHWW \$127K.
2. Increase due to the insurance claim receivable of \$45.9K.
3. Increase due to transfer back to reserve acct \$33.4K (wrong acct) and monthly contribution of \$3K and interest.
4. Increase due to receipt of funds for NHWW (Second Intallment).

YORK DEVELOPMENT INC
Statement of Operations - CONSOLIDATED
6 MONTHS ENDING 9/30/2024

	Actuals YTD September 30	Budget YTD September 30	Variance
Independent Housing			
Total Revenue	272,419	278,296	-5,877
Operating Expenses			
Wages & Benefits	46,817	46,956	139
Maintenance	131,371	145,818	14,447
Administration	71,960	73,029	1,069
Depreciation	8,234	8,584	350
Total Operating	258,382	274,387	-16,005
Net Earnings	14,037	3,909	*1 10,128
Supportive Housing			
Total Revenue	462,390	423,171	39,218
Operating Expenses			
Wages & Benefits	186,165	169,017	-17,147
Tenant Support Costs	31,181	30,585	-596
Maintenance	74,540	82,477	7,937
Administration	55,907	58,833	2,926
Depreciation	70,108	71,934	1,826
Total Operating	417,901	412,847	-5,053
Net Earnings	44,489	10,324	*2 34,165
ADP			
Total Revenue	77,321	76,992	329
Operating Expenses			
Wages & Benefits	62,182	51,117	-11,065
Program Support Costs	11,134	14,034	2,900
Administration	6,921	8,500	1,579
Total Operating	80,237	73,652	-6,585
Net Earnings	-2,916	3,340	*3 -6,256
NHWW			
Total Revenue	43,776	95,597	-51,821
Operating Expenses			
Wages & Benefits	31,734	65,732	33,998
Program Support Costs	1,741	18,365	16,624
Administration	10,300	11,500	1,199
Total Operating	43,776	95,597	51,821
Net Earnings	0	0	*4 0
TOTAL NET EARNINGS	55,610	17,573	38,037

Notes: (Actuals to Budget)

1. Higher Net Earnings due to lower expenses mainly in Maintenance Cost Center \$14.4k, offset by lower revenue \$5.9k. Lower RR \$24k, Ground Maint. \$1.8k and Utility \$6.0k offset by higher R&M \$17.5k. Revenue was lower due to lower overall Rental Income \$3.5k, no Student Funding \$2.4k.
2. Higher Net Earnings due to higher revenue \$39.2k offset by higher expenses \$5.1k. Revenue was higher due to higher Care Hr Rev. \$32.2k and interest \$7.1k. Expenses were higher for payroll \$17.1K offset by overall lower utility \$4.9k, R&M/RR \$2.0k, no audit costs \$2.8k, lower depreciation \$1.8K and food costs \$0.6k.
3. Lower Net Earnings due to overall higher expenses \$6.6k offset by slightly higher revenue \$0.3k. Expenses were higher mainly due to payroll costs \$11.1k offset by lower Program Costs - Food \$3.1k, Admin - Adv. \$1.3k. Revenue was higher for Interest Income \$3.6k offset by lower Client Rev \$3.3k.
4. Lower due to lower revenue \$51.8k and offsetting lower expenses Wages \$34.0k, Program Costs \$16.6k and Admin \$1.2k.

CIRA
September Quarterly Board Report
Summary information

ASSETS:	
Unrestricted cash	\$0.325M
Total receivables	\$0.020M
LIABILITIES - Current	\$0.312M

	ACTUAL	BUDGET
REVENUES	\$0.246M	\$0.356M
EXPENDITURES	\$0.250M	\$0.362M
SURPLUS/(DEFICIT)	\$-0.003M	\$-0.007M

CIRA finished Q2 better than budget; Net Earnings \$-0.003M, Budget \$-0.007M resulting in a positive variance of \$0.004M. The positive variance is due to higher interest revenue and lower Admin expenses (no audit fees) offset by lower net income for the symposium. Projects spends and matching revenue are lower mainly due to the reduction in available staff.

Project Update:

5 Projects - Active

- *2 CABHI Projects: Passive Aware & Day in the Life due Oct 31, 2024
- *PHAC Antibiotic Study: Complete Oct, Knowledge translation Dec/Jan
- *CABHI Discover & Adopt: Complete Oct/Nov, final report Dec 2, 2024
- *PHAC Human rights: Complete March 31, 2025

2 Potential Projects:

- *PHAC Dementia - Update expected in Jan 2025
- *Genie Funding \$2.8M over 4 yrs. Budget due October 25, 2024.

STAFFED POSITIONS	6
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Other: Symposium was held September 26th at Fredericton Inn. 175 in-person and 30 virtual registrations, down from 220 last year. All good or excellent ratings provided.

Centre for Innovation and Research
Statement of Financial Position
9/30/2024

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	325,064	388,303 *1	(63,239)
ACCOUNTS RECEIVABLE	16,118	4,478 *2	11,640
ALLOWANCE FOR DOUBTFUL ACCOUNTS	-	-	-
HST RECEIVABLE	4,093	940	3,153
PREPAID EXPENSES	-	-	-
LONG TERM RECEIVABLE	-	-	-
TOTAL CURRENT ASSETS	345,275	393,721	(48,447)
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186	16,186	-
ACCUMULATED DEPRECIATION	(14,465)	(14,035)	(430)
	1,721	2,152	(430)
TOTAL ASSETS	346,996	395,873	(48,877)
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	55,844	40,726	15,118
DUE TO YORK MANOR INC.	9,878	3,687	6,191
DUE TO YORK DEVELOPMENTS INC.	3,685	81	3,604
DEFERRED REVENUE	242,517	310,482 *3	(67,965)
TOTAL CURRENT	311,923	354,975	(43,052)
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	38,448	38,448	-
NET INCOME (LOSS) FOR THE PERIOD	(3,376)	2,449	(5,825)
TOTAL FUNDS	35,073	40,897	(5,825)
TOTAL LIABILITIES & FUNDS	346,996	395,873	(48,877)

Notes:

1. Decrease due to cover regular monthly expenditure costs.
2. Increase due to receivable from Social Development for the Symposium.
3. Decrease due to monthly amortization of unearned revenue to earned revenue.

Centre for Innovation and Research
Statement of Operations - CONSOLIDATED
6 MONTHS ENDING 9/30/2024

	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE			
GENERAL CONTRIBUTIONS	22,500	22,500	0
POLYPHARM APP PHASE 2 PROJECT	4,747	13,200	-8,453
GENIE PROJECT	1,504	11,460	-9,956
PASSIVE AWARE PROJECT	1,764	15,000	-13,236
PASSIVE AWARE AT HOME PROJECT	26,523	28,138	-1,615
A DAY IN THE LIFE PROJECT	16,971	20,595	-3,624
CABHI - DISCOVER & ADOPT	58,383	54,100	4,283
PHAC ISAF - HUMAN RIGHTS	57,794	123,671	-65,878
PHAC - ANTIBIOTIC STUDY	17,254	16,000	1,254
INTEREST INCOME	10,051	5,400	4,651
STUDENT FUNDING	0	5,814	-5,814
SYMPOSIUM	28,810	40,000	-11,190
TOTAL UNRESTRICTED REVENUE	246,301	355,878 *1	-109,577
OPERATING EXPENSES			
WAGES & BENEFITS	0	5,814 *2	5,814
ADMINISTRATION	64,736	74,518 *3	9,782
PROJECT RELATED EXPENDITURES	184,940	282,164 *4	97,224
TOTAL EXPENSES	249,676	362,496	112,819
NET EARNINGS (LOSS)	-3,376	-6,618	3,242

Notes:

- *1. Lower than budget due to overall lower Project Income \$97.2k (mainly due to reduced staff resources), lower Symposium revenue \$11.2k, no Student Funding \$5.8k, offset by higher Interest Income \$4.7k.
- *2. Lower than budget as no Summer Students \$5.8k, (Other Employee Wages charged to projects \$155.4k).
- *3. Lower than budget due to no audit fees \$6.7k, lower Symposium Costs \$3.8k offset by insurance \$0.9k.
- *4. Project expenditures align with project revenue above (in grey).



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

July 1 – September 30, 2024
Quarter 2 Activity

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

Senior Leader

Shelley Kenny, Vice President, People and Culture
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

- The HR department welcomed **8 new staff members** this quarter. Six are members of the Care Services team and two are members of the Support Service team. Additionally, 2 staff experienced a change in classification; 1 RA obtained her RN designation and 1 RA obtained their GPN/LPN designation.
- In Q2: 27 interviews were scheduled.
- In the Q2, 17 employees resigned, 2 employees were terminated and 2 employees retired. The main three reasons for resignations are: moving, employment elsewhere, school commitments.
- We welcomed 2 students from NBCC as part of their clinical placement.
- IEN Recruitment: All 12 candidates recruited in the 2023 Mission have safely arrived and are now a part of the YCC family! A candidate family member participated in our Internal Resident Attendant Training course and is now working as an RA, and others have become employed within our support services department. For the 2024 mission, the candidates and I are still maneuvering through the required paperwork.
- Recognition: This quarter we celebrated Support Services week and Rehab week. During Support Services week (September 8-14) a celebratory cake was served and each staff member received a small gift. As well, 10 names were drawn, and each were awarded a \$25. gift card. During Rehab week (September 15-21), lunch was provided to the team and they each received a 'Rehab t-shirt'.
- The Judy Yeamans Scholarship (\$1000) was awarded to an RA who is studying post-secondary studies in the PN program and the YCC General Scholarship (\$1000) was awarded to an RA who is currently enrolled within the Masters in Business Administration program.
- In August we launched the 20 Tenets of Culture. This is an employee development program, that assists you in identifying areas that you can improve upon within both your personal and professional life. You begin by initially completing your employee self-assessment, where you choose 'two Tenets' that you wish to develop/improve. Employees are provided with a series of coaching videos every two weeks, which addresses 20 attitudes and behaviours. This platform provides each employee with their own personalized 'growth plan', and as well, as a facility, leaders can utilize various videos during team meetings to enhance the culture and promote employee engagement and performance.
- Staff education: A new Itacit module was developed in house focusing on 'Pain Management', and this module was presented to all care staff this quarter.
- The Annual Inspection was conducted on September 10-11. For the HR department, our annual inspection went well, with one infraction relating to 'medical history' being provided prior to employment and the on-boarding process. This is a standard that has been challenging. Firstly, some potential employees don't have a family doctor to complete the document or, it takes weeks for them to secure an appointment and secondly, the medical form has limited value as it represents a 'single point in time assessment' based on the patient reporting symptoms (as there is no requirement for testing). Our end goal is to ensure we have adequate staffing and are on-boarding in a timely manner.
- The Annual Employee Pulse survey was conducted in August. A breakdown of the survey results will be presented.

Human Resources Key Performance Indicators

	Q2 2023-24	Q3 2023-24	Q4 2023-24	Q1 2024-25	Q2 2024-25
Retention Rate (%) – 12 month look-back Number of employees who remain on staff as percentage of those who were on staff 1 year ago.	78%	78%	78%	82%	85%
Resignations Within One Year (#) Number of resignations within the first year of employment.	8	6	6	9	9
Sick Time Sick days / FTE (standardized - # of days/1957.5 hours worked within the quarter).	14.32	13.60	13.56	11.58	15.76
Sick Time (%) - Sick hours as a percentage of total paid hours.	5.5%	5.2%	5.1%	4.4%	6.0%
Overtime Hours (%) Overtime hours as a percentage of total worked hours.	7.6%	7.2%	6.0%	5.0%	5.7%
Care Hours (Short/Over) Average # hours worked per day below or above the target (RN,LPN,RA).	-92.79	-44.85	-4.53	+13.13	+5.90
% RN Hours # of RN hours worked as a percentage of the target.	74%	84%	87%	93%	97%
% hours of professional care (RN/LPN) Number of RN/LPN hours worked as a percentage of the target.	83%	89%	96%	98%	101%

2. Facilities, Building, and Infrastructure

- There were 22 refurbished rooms in YCC and 2 refurbished units in YDI
- Replacement of Washer #3 (100-pound unit) – As a part of our Capital Infrastructure Plan we replaced an aging (22-year-old) 95-pound commercial washing machine with a new 100-pound unit.
- Changes were made to the sidewalk of the main entrance. Over the past few years, families and visitors provided valuable feedback regarding how of facility is accessed through the main entrance. The feedback identified difficulty in accessing the main entrance when coming from the Best doors by users of wheelchairs or walkers. These users were required to walk past the entrance and enter from under the canopy. YCC staff engaged an engineer to provide a possible alternative and carried out their design.
- Nurse Call Project – The RFP process is underway, and we received 2 proposals from contractors. YCC staff were able to make site visits to other LTC facilities with the solutions proposed by those 2 contractors. In addition to the site visits, we were able to speak to other facilities to hear about their experience with both the proposed product and the contractors themselves. At this time, we have made our choice and have approval to proceed from SD. I anticipate the successful contractor being notified in the coming week with a quick turnaround on a project kickoff meeting.
- Resident AC Project—Engineers continued site visits on this project. I was told that project specs and drawings were due to DTI sometime in mid-September.
- Start of Suzy Q Trials – Suzy Q information sessions and weekly meal trials started on September 3 during lunch only. Daily lunch meals from the cart started in October and are looking to include supper meals in early November.

Facilities, Building and Infrastructure Key Performance Indicators

	Q2 2023-24	Q3 2023-24	Q4 2023-24	Q1 2024-25	Q2 2024-25
Food Cost per Resident Day	12.32	12.19	12.40	12.61	11.83

3. Operating Plan Progress Report

Pillar 2: Resources – People, Financial, Technological

For YCC to be a Centre of Excellence, it is essential that continued attention be given to our resources which include human, financial and technological resources.

Key Results
<ul style="list-style-type: none"> A. Satisfied workforce through wellness and a safe workplace. B. Improve staffing processes to enhance overall care; more time with residents / clients. C. Responsible fiscal management with a focus on continuous quality improvement. D. Enhance training to staff, clarify roles and ensure adequate supervision across YCC.

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Improve resident / client outcomes through efficient use of current funding model and resources	Negotiate a new Pharmacy Services contract.	<ul style="list-style-type: none"> • New Contract in place by March 2025 	<ul style="list-style-type: none"> • In-progress – RFP issued. <p>Resp - Heather Harris-Jones and Jamie Roy</p>
	Conduct an administration process review to address areas for improving efficiency and reducing overlap.	<ul style="list-style-type: none"> • Processes reviewed and updated by March 2025 	<ul style="list-style-type: none"> • Not Started <p>Resp - Heather Harris-Jones and Shelley Kenny</p>
	To improve management control, review the following processes: <ul style="list-style-type: none"> - shipping and receiving, - credit card policy, - inventory count procedure, - procurement process - financial statement format 	<ul style="list-style-type: none"> • Processes reviewed and updated by March 2025 	<ul style="list-style-type: none"> • In-progress <p>Resp - Heather Harris-Jones and Michel Boyer</p>
	To improve the knowledge and expertise of budget managers, provide education and support for the budget manager role.	<ul style="list-style-type: none"> • Quarterly meetings with each budget manager, aiming for monthly meetings in Q3 and Q4 	<ul style="list-style-type: none"> • In-progress <p>Resp - Heather Harris-Jones</p>
	To ensure employees have access to up-to-date policies and procedures, initiate a 3-year policy review process.	<ul style="list-style-type: none"> • 33% of all administrative and clinical policies will be reviewed and updated within the fiscal year. 	<ul style="list-style-type: none"> • In-progress – Inventory complete. “Policy on policies” complete. Review targets set. <p>Resp - Geri Geldart and Jennifer Vos</p>

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Enhance the staff experience, increase recruitment and improve retention.	To improve the workplace experience by developing and implementing a staff engagement framework	<ul style="list-style-type: none"> Finalize the draft engagement framework developed in 23/24 by August 2024. Establish implementation milestones for 24/25 and 25/26 by September 2024 	<ul style="list-style-type: none"> COMPLETE. COMPLETE <p><i>Resp - Geri Geldart and Shelley Kenny.</i></p>
	To support the development of a positive workplace culture, introduce the 20 Tenets Program from “Better Culture”	<ul style="list-style-type: none"> Program to be introduced by September 2024 Achieve and maintain at least 65% participation in the program 	<ul style="list-style-type: none"> COMPLETE – Introduced in August. In-progress – dealing with technology challenges. Resolution identified and scheduled for implementation. <p><i>Resp - Geri Geldart and Shelley Kenny</i></p>
	Evaluate the effectiveness of the mentorship program introduced in 2024.	<ul style="list-style-type: none"> Evaluation complete by December 2024 	<ul style="list-style-type: none"> Not started <p><i>Resp- Shelley Kenny</i></p>
	Complete a staff rotation review for the Support Services departments.	<ul style="list-style-type: none"> Review to be complete by December 2024. 	<ul style="list-style-type: none"> Not started <p><i>Resp - Shelley Kenny and Michel Boyer</i></p>
	To increase engagement of management staff, introduce a monthly management forum focused on alignment, communication and collaboration.	<ul style="list-style-type: none"> Management Forum to be established by September 2024. 	<ul style="list-style-type: none"> COMPLETE First meeting held in July 2024 <p><i>Resp - Geri Geldart</i></p>
	Provide two professional development workshops for leaders.	<ul style="list-style-type: none"> Workshops to be delivered in Fall 2024 and Winter 2025 	<ul style="list-style-type: none"> In progress. “Creating Effective Teams” session scheduled for October. <p><i>Resp - Shelley Kenny</i></p>
	Offer one wellness education day focused on personal well-being	<ul style="list-style-type: none"> Workshop to be delivered by June 2024 	<ul style="list-style-type: none"> COMPLETE Wellness Day held in May 2024 <p><i>Resp - Geri Geldart</i></p>
	To improve work-life balance, increase the amount of paid vacation taken.	<ul style="list-style-type: none"> Vacation hours taken in Q2 and Q3 will be at least 5% higher than previous years. 	<ul style="list-style-type: none"> Target reached for Q2. 21% increase in paid vacation hours taken. Resp - SLT

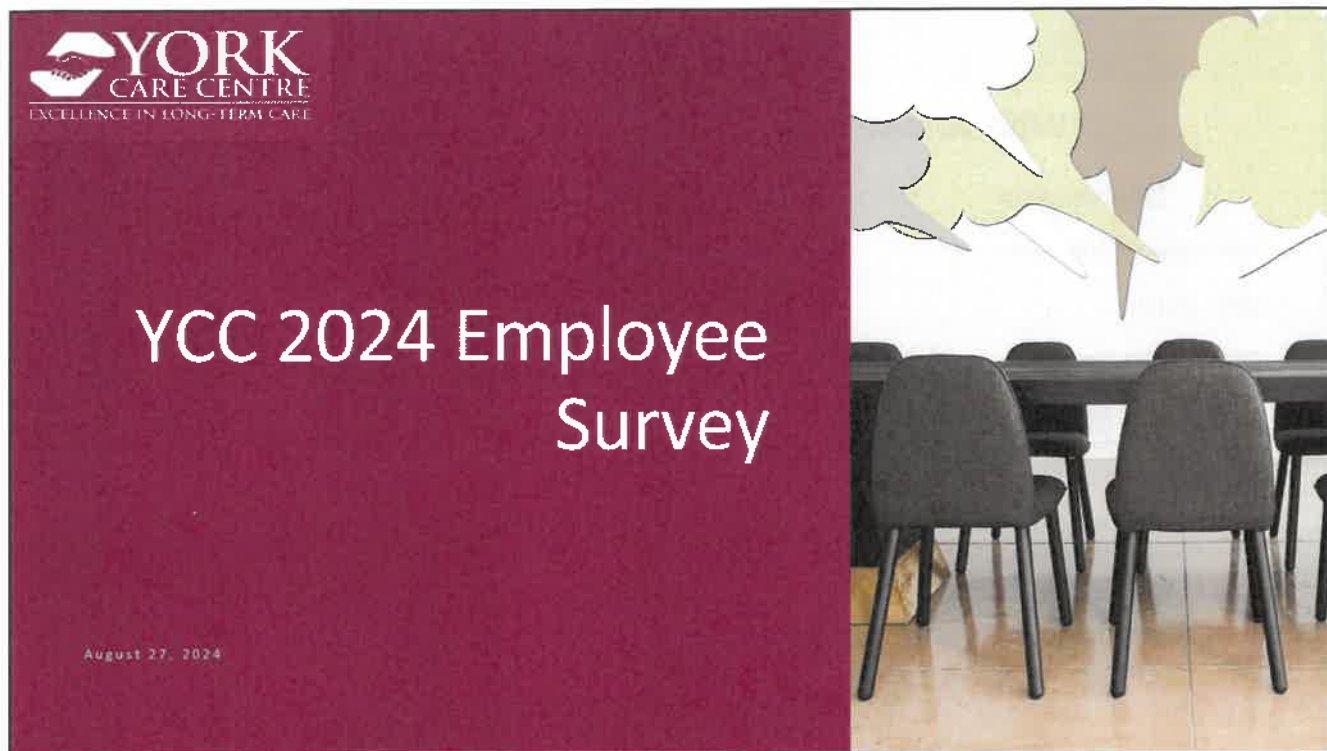
Pillar 3: Environment – Building, Grounds and Equipment.

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

Key Results
<ul style="list-style-type: none"> A. Continuous improvements in the internal and external surroundings. B. Positive feedback from residents, clients and families regarding our efforts to maintain our infrastructure in a “near new” state. C. Positive feedback from residents, clients and families articulating our ability to create a “home-like” atmosphere. D. Number of incidents are reduced/eliminated

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Maintain the internal / external surroundings of all our residential facilities at a “near new” state.	Complete a 5- and 10-year maintenance plan for 91, 95, 116 and 120 to ensure the buildings remain viable and sustainable.	<ul style="list-style-type: none"> • A maintenance plan completed by December 2024 	<ul style="list-style-type: none"> • In-progress – NB Housing agreements in place. Building inspections will be scheduled. Awaiting results of inspection of 95 Sunset. Maintenance plans will follow. <p>Resp - Michel Boyer</p>
Ensure a safe and secure environment for residents, clients and staff.	In collaboration with DTI and Infrastructure, replace the Nurse Call System.	<ul style="list-style-type: none"> • A new nurse call system has been installed in the LTC facility by end of March 2025 	<ul style="list-style-type: none"> • In-progress – RFP issued. Selection will occur in Sept/Oct. <p>Resp - Michel Boyer</p>
	In collaboration with the DTI, assist with the completion of the engineering study for cooling in resident rooms.	<ul style="list-style-type: none"> • Study to be completed, conditional on schedule established by DTI 	<ul style="list-style-type: none"> • In-progress – Engineering plans in development with expected due date of mid-Sept. Anticipate a three phase project. <p>Resp - Michel Boyer</p>
	Engage engineers to develop options to improve flow at the front entrance. If feasible, carry out the recommendations	<ul style="list-style-type: none"> • Study completed and recommendation submitted for consideration to proceed. 	<ul style="list-style-type: none"> • COMPLETE <p>Resp - Michel Boyer</p>
Explore options to expand the senior’s housing program.	Establish operating agreements with DSD to take advantage of the financial benefits available for non-profit housing	<ul style="list-style-type: none"> • Operating Agreements to be in place by Sept. 2024. • Assessment of potential participation in the provincial rent supplement program complete by Dec. 2024 	<ul style="list-style-type: none"> • COMPLETE <p>Resp - Heather Harris-Jones</p>

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Explore options to expand the senior's housing program (continued)	Assess the viability of the seniors housing development proposal	<ul style="list-style-type: none"> • Report on viability of project to be presented by March 2025 	<ul style="list-style-type: none"> • Not started <p><i>Resp - Geri Geldart and Heather Harris-Jones</i></p>
	Assess the potential to convert Hawkins House to a Level 2 Special Care Home.	<ul style="list-style-type: none"> • Analysis to be presented by March 2025 	<ul style="list-style-type: none"> • Not started <p><i>Resp - Geri Geldart, Heather Harris-Jones and Jamie Roy.</i></p>
Develop and implement a comprehensive risk management plan.	To develop a comprehensive risk matrix to identify and prioritize potential risks	<ul style="list-style-type: none"> • Risk matrix to be completed by December 2024 	<ul style="list-style-type: none"> • In-progress <p><i>Resp - Geri Geldart</i></p>
	Risk mitigation plans to be developed	<ul style="list-style-type: none"> • Risk mitigation plans to be in place by March 2025 	<ul style="list-style-type: none"> • Not started <p><i>Resp - Geri Geldart</i></p>



1

The slide has a light green header with the York Care Centre logo on the left. The main content area is white. The title 'Purpose of Survey' is in a dark purple font. Below it is a bulleted list of four points. The right side of the slide features a photograph of a pink pencil holder with a white floral pattern, filled with several yellow pencils, set against a light blue background.

YORK CARE CENTRE
EXCELLENCE IN LONG-TERM CARE

Purpose of Survey

- To provide a measure of employee opinion on a variety of features of the workplace – features which are related to positive engagement.
- To increase participation.
- To help determine areas for attention / improvement.

- Used selected questions from the Gallup and Federal Civil Service tools.

2


YORK CARE CENTRE
RESPECTABLE IN YOUR CARE

Who Answered

156 respondents

- 33% - Resident Attendants
- 13% - Dietary
- 13% - Support Services
- 12% - Licensed Practical Nurses
- 11% - Registered Nurses
- 10% - Administration/Research
- 4% - Nursing Clerk/Recreation/Rehab
- 4% - Home Support Workers/ADP

- 65% - Full Time
- 25% - Part time
- 10% - No guaranteed hours




3

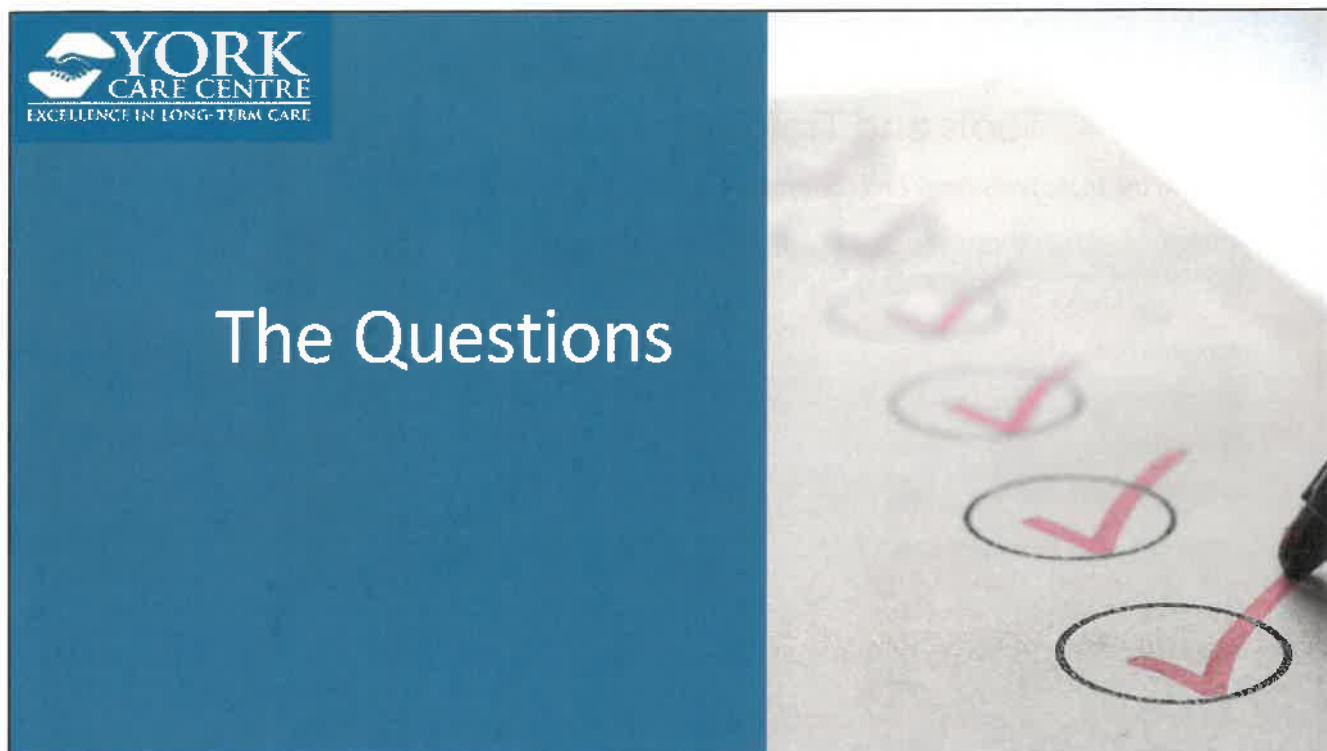
YORK CARE CENTRE
RESPECTABLE IN YOUR CARE

I have been employed with YCC:

Up to 5 years	57%
6 – 10 years	17%
11 – 20 years	22%
20 years +	4%



4



5

Summary

	% who Agree
• I have the tools/tech/equipment I need to do my job	80%
• I receive the training I need to do my job	93%
• I receive meaningful recognition for work well done	53%
• I am proud of the work that I do	92%
• Overall, I feel valued at work	57%
• I have opportunities to provide input into decisions that affect my work	56%
• Within my team, individuals behave in a respectful manner	64%
• My Supervisor keeps me informed	74%
• I am satisfied with quality of supervision I receive	74%
• I have confidence in the Senior Leaders	62%
• YCC communicates its vision, mission & goals well	64%
• YCC does a good job promoting ethics and values in the workplace	60%
• YCC is a great place to work	70%
• I'd recommend YCC as a place to work	70%
• I plan to leave within next two years	33%

6



Tools and Training

I have the tools, technology and equipment I need to do my job.

Response	Percentage %
Strongly Agree	29
Agree	51
Neutral	9
Disagree	8
Strongly Disagree	3

- 80% agreed with the statement
 - Care Services 76%
 - Support Services 86%
 - Admin/Research 74%
 - Community Prog 33%



7



Tools and Training

I receive the training I need to do my job.

Response	Percentage %
Yes	93
No	7

- 93% said Yes
 - Care Services 92%
 - Support Services 98%
 - Admin/Research 80%
 - Community Prog 100%



8


YORK CARE CENTRE
ESTABLISHED IN 1960

Pride and Value

I receive meaningful recognition for work well done.

Response	Percentage %
Strongly Agree	15
Agree	38
Neutral	25
Disagree	15
Strongly Disagree	7

- Only 53% agreed with the statement
 - Care Services 48%
 - Support Services 59%
 - Admin/Research 74%
 - Community Prog 33%



9


YORK CARE CENTRE
ESTABLISHED IN 1960

Pride and Value

I am proud of the work that I do.

Response	Percentage %
Strongly Agree	54
Agree	38
Neutral	7
Disagree	0
Strongly Disagree	1

- 92% agreed with the statement
 - Care Services 91%
 - Support Services 93%
 - Admin/Research 93%
 - Community Prog 100%



10

Pride and Value

Overall, I feel valued at work.

Response	Percentage %
Strongly Agree	23
Agree	34
Neutral	25
Disagree	8
Strongly Disagree	10

- Only 57% agreed with the statement. 25% were neutral.
 - Care Services 49%
 - Support Services 69%
 - Admin/Research 87%
 - Community Prog 34%



11

Team

I have opportunities to provide input into decisions that affect my work.

Response	Percentage %
Strongly Agree	17
Agree	39
Neutral	26
Disagree	12
Strongly Disagree	6

- Only 56% agreed with the statement. 26% were neutral.
 - Care Services 49%
 - Support Services 57%
 - Admin/Research 67%
 - Community Prog 67%



12


YORK CARE CENTRE
RESPECTANCE TO YOUR TIME AND CARE

Team

Within my work team/dept, individuals behave in a respectful manner.

Response	Percentage %
Strongly Agree	18
Agree	46
Neutral	22
Disagree	7
Strongly Disagree	7

- 64% agreed with the statement.
 - Care Services 65%
 - Support Services 59%
 - Admin/Research 86%
 - Community Prog 17%



13


YORK CARE CENTRE
RESPECTANCE TO YOUR TIME AND CARE

Leadership


My immediate supervisor keeps me informed about issues affecting my work.

Response	Percentage %
Strongly Agree	26
Agree	48
Neutral	16
Disagree	8
Strongly Disagree	2

- 74% agreed with the statement.
 - Care Services 54%
 - Support Services 58%
 - Admin/Research 53%
 - Community Prog 50%



14




Leadership


I am satisfied with the quality of supervision I receive.

Response	Percentage %
Strongly Agree	24
Agree	50
Neutral	14
Disagree	6
Strongly Disagree	6

- 74% agreed with the statement.
 - Care Services 73%
 - Support Services 76%
 - Admin/Research 94%
 - Community Prog 17%



15




Leadership

I have confidence in the senior leaders at YCC.

Response	Percentage %
Strongly Agree	25
Agree	37
Neutral	22
Disagree	9
Strongly Disagree	7

- 62% agreed with the statement.
 - Care Services 63%
 - Support Services 54%
 - Admin/Research 80%
 - Community Prog 33%



16


YORK CARE CENTRE
EXCELLENCE IN HOME-TOUCH CARE

Mission

YCC does a good job of communicating its vision, mission and goals.

Response	Percentage %
Strongly Agree	27
Agree	37
Neutral	24
Disagree	7
Strongly Disagree	5

- 64% agreed with the statement.
 - Care Services 67%
 - Support Services 64%
 - Admin/Research 60%
 - Community Prog 33%



17


YORK CARE CENTRE
EXCELLENCE IN HOME-TOUCH CARE

Mission


YCC does a good job of promoting values and ethics in the workplace.

Response	Percentage %
Strongly Agree	22
Agree	38
Neutral	26
Disagree	10
Strongly Disagree	4

- 60% agreed with the statement.
 - Care Services 62%
 - Support Services 60%
 - Admin/Research 47%
 - Community Prog 67%



18




A Place to Work


YCC is a great place to work.

Response	Percentage %
Strongly Agree	30
Agree	40
Neutral	21
Disagree	5
Strongly Disagree	4

- 70% agreed with the statement.
 - Care Services 65%
 - Support Services 81%
 - Admin/Research 87%
 - Community Prog 33%



19




A Place to Work

I would recommend YCC as a place to work.

Response	Percentage %
Strongly Agree	30
Agree	40
Neutral	21
Disagree	4
Strongly Disagree	5

- 70% agreed with the statement.
 - Care Services 65%
 - Support Services 72%
 - Admin/Research 87%
 - Community Prog 83%



20


YORK CARE CENTRE
CHILDREN'S HOSPITAL OF YORK

A Place to Work

Do you intend to leave YCC in the next two years?

Response	Percentage %
No	67
Yes – Retire	4
Yes – Education	5
Yes – Other Employment	7
Yes - Other	17

- 67% plan to stay beyond the next two years
 - Care Services 63%
 - Support Services 76%
 - Admin/Research 60%
 - Community Prog 83%



21

YORK CARE CENTRE
CHILDREN'S HOSPITAL OF YORK

Now what....



Training to do my job (93%)
 Tools/Tech/Equipment to do job (80%)

My supervisor keeps me informed (74%)
 Satisfied with supervision (74%)

Proud of the work I do (92%)
 YCC is a great place to work (70%)
 I would recommend YCC as a place to work (70%)
 Will not be leaving in the next two years (67%)

Focus on ...

- Within work team, individuals behave respectfully (64%)
- Opportunities to provide input into decisions (56%)
- Communicating vision, mission and goals (64%)
- Promotion of values and ethics in the workplace (60%)
- Confidence in the senior leaders (62%)
- Feeling valued at work (57%)
- Receiving meaningful recognition for work well done (53%)

22

Employee Engagement Framework

York Care Centre recognizes the importance of providing a positive employment experience and has established this as a key element of our strategic plan. Becoming an “Employer of Choice” requires focused attention to work-life issues such as workload, organizational culture, recognition, leadership, and compensation.

Employee engagement can be defined as the level of mental and emotional commitment an employee has toward their job, the organization and its goals.

Given the competition in healthcare for precious staffing resources, employee engagement is not just an objective but a strategic imperative for York Care Centre. An effective engagement strategy can serve as the cornerstone for quality of care and service, innovation, and organizational resilience. By prioritizing the well-being, growth, and involvement of employees, we can create an environment where individuals feel valued and able contribute their best.

Our Framework

Work Life Balance	Communication at Work	Recognition and Respect	Learning and Development	Compensation
				

At the heart of our strategy lie five key elements selected to strengthen our workplace culture.

- First and foremost, we prioritize “Work Life Balance”, understanding that employees perform at their best when they have the flexibility to manage both personal and work responsibilities effectively.
- Second, “Communication at Work” serves as a fundamental pillar, fostering open channels of communication across all levels of the organization. We will promote a culture where feedback is encouraged, ideas are valued, and collaboration is embraced.
- Third, our strategy emphasizes “Recognition and Respect” as crucial mechanisms for acknowledging and appreciating the contributions of our employees. Whether through formal recognition programs or simply expressions of gratitude, we strive to celebrate achievements and motivate continuous excellence.
- Fourth, we are committed to providing opportunities for “Learning and Development”, recognizing that investing in our employees' growth not only enhances their skills and knowledge but also strengthens our organizational capabilities.
- Lastly, our strategy addresses “Compensation”. We advocate for fair and competitive remuneration for our employees, recognizing the importance of financial security for our employees and the need for competitive recruitment.

Together, these five elements form our approach to employee engagement, laying the foundation for York Care Centre to be an Employer of Choice.

Our Approach

We are starting from a strong position, with many positive initiatives already part of our culture. Over the next two years, we will establish programs which support the five key elements of our strategy.

Work Life Balance



We recognize that achieving a harmonious balance between work responsibilities and personal commitments is crucial for employee well-being and productivity. We also recognize our critical responsibility to provide safe care to our residents 24 hours each day.

- We recently revised many of the work schedules in the Care Services group to respond to concerns regarding shift options, week-end commitments, etc. In other departments we have experimented with flexible work schedules. Although they don't suit all departments or individuals, ***we will continue to explore creative scheduling opportunities, within the conditions established in our collective agreements.***
- Our collective agreements provide for a number of leave opportunities to address family responsibilities.
- Ensuring that our premises offer a safe and pleasant work environment is important to us. Providing comfortable staff lounges, re-opening our Cafe and improving the lighting in our parking lots have all been initiatives aimed at improving our work environment.
- We are able to support the health and wellness of our team by offering services such as health and dental benefits, flexibility for medical appointments and access to a confidential Employee and Family Assistance Program.
- Our "Get Inspired" Program continues to be a hallmark feature which sets York Care Centre apart from other organizations. ***Our ongoing financial commitment to the program will allow the team to offer new and creative ways to have fun at work.***

Supporting Work-Life Balance through these initiatives, we aim to cultivate a culture where our employees feel valued, motivated, and empowered to achieve their full potential both inside and outside the workplace.

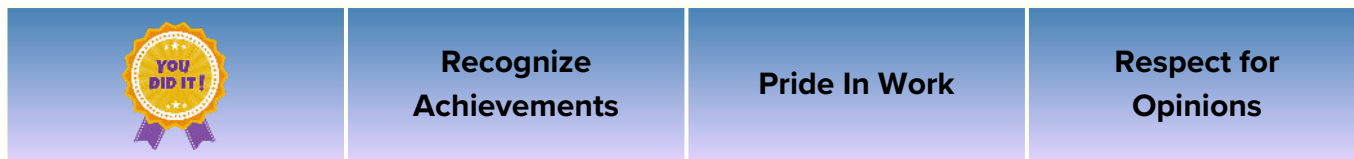
Communication at Work



Finding ways to communicate in an organization that operates 24/7 is always a challenge but it is very important that we find methods to help all staff see how their work links with the organization's mission and goals. We hope that by making this connection, engagement will increase.

- We have worked hard to share information in a variety of ways. Whether through email notices, our monthly newsletter, or the new staff e-boards, we try to share information that is relevant and interesting.
- Where we plan to improve is through ***the scheduling of team meetings, focus groups and "all-staff" meetings providing staff and leaders with the opportunity to discuss areas of interest and concern.***
- We have noticed that the participation in the quarterly pulse surveys has declined. Perhaps this tool has run its course. ***We will explore new ways to gather feedback that is relevant and timely.***

Recognition and Respect



In our employee engagement strategy, recognition and respect are paramount. We firmly believe in acknowledging and celebrating the achievements of our employees, whether big or small, as a testament to their hard work and dedication.

- We will continue to recognize key milestones such as years of service, graduations and retirements. Honoring that celebrating special weeks such as Support Services Week and Care Services Week will continue to be part of our recognition program.
- York Care Centre has a strong reputation in the community. We often hear compliments regarding our friendly and caring staff and our clean and up-to-date facility. It is important for each of us to feel the pride. **We will take time to share the stories that make us proud, to recognize our long history of quality care and to applaud those who go the extra mile to make our residents' smile.**
- We want to show our respect for the diverse perspectives and experiences of our team members by fostering a culture of mutual respect. **We will provide our staff with opportunities to share their opinions through surveys, team meetings and other opportunities that may develop.**

Learning and Development



The Learning and Development section of our strategy serves as a cornerstone for fostering continuous learning, skill enhancement, and career advancement. We understand that providing growth opportunities is essential for retaining top talent and driving organizational success.

- **We will offer a range of development programs** tailored to equip employees with the necessary knowledge and skills to excel in their roles and beyond.
- Additionally, **we recognize the valuable contributions of employees who actively participate in committees and task forces**, providing them with opportunities for visibility and career growth.
- Finally, **we are committed to nurturing future leaders within our organization through targeted leadership development initiatives, mentorship programs, and opportunities for leadership roles and responsibilities.**

By investing in the learning and growth of our employees, we not only empower them to reach their full potential but also strengthen our organizational capabilities and competitiveness in the ever-evolving marketplace.

Compensation and Benefits



We remain committed to advocating for competitive salaries and benefits for our employees. We recognize the pivotal role that fair and attractive compensation packages play in attracting top talent, retaining skilled professionals, and fostering a culture of employee satisfaction and engagement. We actively engage with relevant stakeholders and take opportunities to advocate for equitable compensation practices.

Furthermore, we supplement compensation with a comprehensive benefits package aimed at promoting the overall well-being and financial security of our workforce. From health insurance and retirement plans to wellness programs, we strive to offer benefits that meet the diverse needs of our employees.

Our current programs and services

- Get Inspired
- Scheduling options (12hr rotations, 8-hr rotations, part time and full time positions)
- Recognition program (retirement, long service, scholarships)
- Monthly newsletter and e-boards in staff rooms.
- Special recognition weeks.
- Fitness Room
- Dave's Cafe

New initiatives for 2024 - 2026

Work Life Balance

- Update the Support Services rotations to provide better worklife balance
- Increase the amount of paid vacation time taken

Communication At Work

- Establish a monthly management forum
- Team meetings to be held at least quarterly in all departments
- All-staff forum to be held twice yearly

Recognition and Respect

- Conduct an annual employee feedback survey. Share results and improvement initiatives.

Learning and Development

- Introduce the Better Culture 20 Tenets program to develop and strengthen a positive and respectful workplace culture.
- Professional development priorities will be established annually and training opportunities provided to address the priorities. Focus in 2024 will be teamwork and team-building.
- Evaluation of the new employee mentorship program in 2024
- Hold an Annual Wellness Day