

## Governance & Audit Committee AGENDA

Thursday, February 6, 2025 @ 5:30pm

Item	Description	MRP
1.0	Call to Order and Introductions	Lyne St-Pierre-Ellis
2.0	Approval of the Agenda	Lyne St-Pierre-Ellis
3.0	Declaration of Conflict of Interest	Lyne St-Pierre-Ellis
4.0	Approval of Previous Minutes: November 7, 2024*	Lyne St-Pierre-Ellis
5.0	Business Arising from the Minutes	
5.1	Board Evaluation*	Geri Geldart
6.0	Standing Reports	
6.1	Report from the President & CEO*	Geri Geldart
7.0	New Business	
7.1	Governance Process Policies Review*	
7.1.1	Gov-A-100 Assessment: Board Chair & Members	
7.1.2	Gov-B-110 Board Responsibility	
7.1.3	Gov-B-112 Board Members Acknowledgement of Role & Responsibility	
7.1.4	Gov-B-115 Board Members Code of Conduct	
7.1.5	Gov-B-120 Board Membership Skill Matrix	
7.1.6	Gov-N-260 – Nominating Process	
7.1.7	Gov-S-280 – Strategic Plan	
7.1.8	Gov-T-185 – Timely Submission to Members	
7.2	Board Membership – Recruitment Plan Update	Geri Geldart
7.3	Bylaws – YCP and YDI*	Geri Geldart
7.4	Board Executive & Committee Chairs for 2024-25*	Geri Geldart
7.5	Monitoring Framework Ends Policy*	Geri Geldart
7.6	Board & Committee Meeting Schedule 2025-2026*	Geri Geldart
7.0	Next Meeting: Thursday, April 24, 2025 @ 5:30pm	

***\*Denotes attachment***

## Proposed Motions

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1. That the minutes of November 7, 2024 be approved as presented.
2. That the Governance and Audit Committee recommend to the Board of Directors that policies:
  - Gov-A-100 Assessment: Board, Chair and Members be approved as presented,
  - Gov-B-100 Board Responsibility be approved as presented,
  - Gov-B-122 Board & Community Members Acknowledgement of Role and Responsibility be approved as presented.
  - Gov-B-115 Board Members Code of Conduct be approved as presented
  - Gov-B-120 Board Membership Skill Matrix be approved as presented,
  - Gov-N-260 Nominating Process be approved as presented,
  - Gov-S-280 Strategic Plan be approved as presented,
  - Gov-T-185 Submissions to Board be approved as presented.
3. That the Governance and Audit Committee recommend to the Board of Directors that the CEO and the Chair of Governance review/revise the bylaws of YCP and YDI to ensure alignment with the YCC bylaws. The revised bylaws should be presented to the Governance and Audit Committee in April, with the intention of bringing a final set of bylaws to the June meeting of the Board of Directors, following the amendment process outlined in the current bylaws (2017).
4. That the Chair of Governance and Audit begin the process of identifying members' interest in Officer or Chair positions for the next board year. The Chair shall bring recommendations to Governance and Audit in April 2025.
5. That the Governance and Audit Committee recommend to the Board that the Ends Policies Monitoring Framework be adopted for use in 2025/26.
6. That the Governance and Audit Committee recommend to the Board that the Board & Committee Meeting Schedule be approved for 2025-2026.

**Minutes of meeting of the Governance & Audit Committee**  
**Thursday, November 7, 2024 at 5:30pm**

**Present:** Lyne St-Pierre-Ellis, Tracey Burkhardt(virtual), Donna Curtis Maillet(virtual), Wayne Snowdon, Andrea Seymour, Geri Geldart (ex-officio),

**Regrets:** Marjorie Belzile

**1. Call to order & Introductions**

Ms. St-Pierre-Ellis (Chair) called the meeting to order at 5:32pm.

**2. Declarations of Conflict of Interest**

Ms. St-Pierre-Ellis 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**

Approved.

*It was moved by Andrea Seymour and seconded by Wayne Snowdon that the agenda be approved as presented. All in favour. - Motion carried*

**4. Approval of Previous Minutes: June 10, 2024 and September 19, 2024**

*It was moved by Wayne Snowdon and seconded by Andrea Seymour that the minutes of the June 10, 2024 meeting be approved as presented. All in favour.*

*- Motion carried*

*It was moved by Andrea Seymour and seconded by Lyne St-Pierre-Ellis that the minutes of the September 19, 2024 meeting be approved as presented. All in favour.*

*- Motion carried*

**5. Business Arising from the Minutes**

None

**6. Standing Reports**

**6.1 Report from the President & CEO**

Ms. Geldart shared the Q2 update with the committee. Highlights were included in the meeting package.

**7. New Business**

**7.1 Board Members Skills Matrix**

Ms. Geldart shared the Board Members skill matrix results outlining which areas of skill/experience that

should be priorities in future recruitment.

**Motion:**

***It was moved by Donna Curtis Maillet and seconded by Andrea Seymour that the Governance & Audit Committee recommend to the Board of Directors to focus recruitment efforts on individuals with legal, engineering and property management experience/skill. All in favour***

***- Motion carried***

## **7.2 Board President and CEO Linkage Policy Review**

The following policies were reviewed.

### **7.1.1 Gov-Link-A-310 Accountability – President & CEO**

Revisions made to update the compliance with executive limitations.

### **7.1.2 Gov-Link-D-320 Delegation to the President & CEO**

Revisions made to add The Board shall develop the job description for the CEO.

### **7.1.3 Gov-Link-G-330 Global Board – President & CEO Linkage**

Recommend that this policy be deleted as it is redundant.

### **7.1.4 Gov-Link-M-340 Monitoring President & CEO Performance**

Revisions made to add The Chair and Vice Chair, on behalf of the Board of Directors shall conduct an evaluation of the President & CEO's performance annually. This evaluation will focus on the CEO's progress in achieving the Strategic Plan, Board-stated Ends and adherence to Executive Limitations.

### **7.1.5 Gov-Link-P-345 President & CEO Job Description**

Recommend this policy be amalgamated into Gov-Link-320 and Gov-Link-M-340.

### **7.1.6 Gov-Link-U-350 Unity of Control**

Revisions made to update the wording.

**Motion:**

***It was moved by Wayne Snowdon and seconded by Tracey Burkhardt that the Governance & Audit Committee recommend to the Board of Directors that policies Gov-Link-G-330 Global Board – President & CEO linkage and Gov-Link-P-345 President & CEO Job Description be deleted and that policies Gov-Link-A-310 Accountability – President & CEO, Gov-Link-D-320 Delegation to the President & CEO, Gov-Link-M-340 Monitoring President & CEO Performance and Gov-Link-U-350 Unity of Control be approved as amended. All in favour.***

***- Motion carried***

## **7.3 Nursing Home Inspection Report**

Ms. Geldart provided an update on the Nursing Home Inspection Report responses.

## **7.4 Board Evaluation**

Ms. Geldart shared the Board Evaluation results from 2023 – 2024 to assist the committee in determining what approach should be recommended to the Board of Directors. An update will be provided at the next Governance & Audit meeting for further review.

**8. Next Meeting**

The next meeting will be Thursday, February 6, 2025 @ 5:30pm.

**9. Adjournment.**

The meeting was adjourned at 7:10 on a motion by Mr. Snowdon.

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Lyne St-Pierre-Ellis, Chair

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Jennifer Vos, Recorder

DRAFT



**TO:** Members, Governance and Audit Committee

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

**DATE:** January 29, 2025

**SUBJECT: Board Evaluation Questions – 2025**

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### Introduction

It was agreed at the November meeting of the Governance and Audit Committee that for our annual board evaluation we would use the same survey tool as used in 2024, with a modification to the rating scale, replacing the 5-point scale with a three-point scale (Agree, Disagree, Neutral/Unsure)

The questions used in 2024 are below, with amendments as suggested at the Q2 meeting:

#### **A. Overall Board Functioning – 22 questions and an option to provide comments at end of section**

1. Board activities are confined to policy issues rather than management issues.
2. We have a written statement of Vision, Mission and Values for our organization.
3. The material and information provided to members allows for an understanding of the critical issues, the long-range plans, the goals and strategy of the organization.
4. As a board member, I feel comfortable in approaching the Chair of the Board, ~~the chair of committees~~ or the President and CEO to seek clarification on issues that are not clear to me.
5. We know what our business is, and what it isn't.
6. We have a Code of Conduct for Board Members.
7. We know the difference between the roles of directors and that of the staff.
8. All management activities are delegated to the President and CEO.
9. Information is provided in a timely and easy to read manner, and as a Board member we are informed regularly and completely.
10. Directors trust each other and have a high degree of disclosure among themselves.
11. As a member of the Board, I feel comfortable in challenging the strategy, direction, goals and plans, and to take an unpopular position if required.
12. Directors understand their fiduciary, ethical and legal responsibilities.
13. The history and tradition of the organization are clear to this Board and are honored or changed with deliberation and agreement.
14. The goals of our organization are clear and revisited regularly.
15. The responsibilities of the directors are defined.
16. Directors do not cross the boundaries between board and staff.
17. Differences of opinion are encouraged during discussions, but all are expected to carry out the decisions reached.
18. The President & CEO is evaluated annually with input from Directors.
19. Directors are given an orientation session within a reasonable amount of time.
20. The Board has a 5-year strategic plan which is reviewed regularly.

21. Directors are provided opportunities through educational / information sessions to keep current on sector issues and trends which may impact on the organization and the needs of the community it serves.
22. Directors are provided with sufficient opportunity to participate in professional development (conferences, workshops, education sessions).

**B. Leadership: Board Chair and President/CEO - This section includes 10 statements and an option to provide comments at end of section.**

1. Board meetings are held often enough to keep everyone informed and actively able to serve the organization well.
2. Information, such as minutes of meetings, agendas and details are provided in a timely and informative manner.
3. Meetings are professionally managed, member participation is encouraged, agenda is followed and matters under consideration are concluded in a timely and effective manner.
4. There is time for closed sessions as well as for business at hand.
5. Each year the Board sets out its top priorities and meetings attend to these priorities.
6. Items that should be handled by the staff, or delegated to specific committees, are handled in that manner.
7. When making decisions, this Board uses a variety of procedures and resorts to parliamentary procedure only when required.
8. The CEO is a valued member of the Board even if she is not a formal member.
9. Staff members are invited to attend Board meetings as appropriate.
10. The Board Chair maintains a constructive working relationship with the President & CEO and board members.

**C. Board Sub-committee Functioning. In this section, there are 11 questions and an option to provide comments at end of section. The section was repeated for each of the four subcommittees.**

1. The terms of reference for the (insert name) Committee were provided and explained to members.
2. Matters brought before the (insert name) Committee respect the Terms of Reference.
3. The agenda for (insert name) Committee meetings and related documents are circulated in sufficient time to allow for review and preparation prior to the meeting.
4. The material and information provided allows for an understanding of the issues to be considered and, if required, I feel comfortable in approaching the Chair of the Committee to seek clarification on issues that are not clear to me.
5. As a ~~board committee~~ member, I feel comfortable in approaching ~~the Chair of the Board~~, the chair of ~~the~~ committee or the President and CEO to seek clarification on issues that are not clear to me.
6. Members of the (insert name) Committee come to the meeting prepared and ready to contribute.
7. Committee meetings are professionally managed, make good use of members' time, follow the agenda and are concluded within a reasonable time.
8. The minutes of the (insert name) committee meetings are accurate and reflect the discussions and conclusions/decisions reached.
9. Meetings of the (insert name) Committee are held regularly and with appropriate frequency.
10. Members of the (insert name) Committee treat each other with respect and courtesy.
11. When I speak, I feel listened to and my views/comments are valued.
12. I feel the (insert name) Committee has the respect of the Board of Directors.

### **Recommendations for Committee Consideration**

1. The Governance and Audit Committee should determine if any questions should be modified / omitted / added.
2. It is recommended that we distribute the survey tool electronically during the third week of February, following the Q3 meeting of the Board of Directors.
3. A summary of results will be shared at the Q4 Governance and Audit Committee.



# CEO Report to the Governance & Audit Committee

For the period: October 1 – December 31, 2024

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

- Much of the third quarter was spent on gathering inputs for our strategic planning work. The results of this process were presented to the full board in December. Since that time, the Senior Leadership Team has started its work to prepare a draft plan (objectives, timelines and metrics) for consideration by the Strategic Planning Committee.
- We are continuing our review of board policies, on schedule.
- An issue has been identified with bylaws for York County Properties Inc. and York Developments Inc. A briefing note will be presented at the Governance and Audit committee.

## 2. Nursing Home Inspection

- In response to our annual inspection report, we have submitted our action plans to address the identified infractions. We have received our 2025 Nursing Home license. The license remains modified due to the number of infractions.

## 3. Operating Plan Progress Report\*

- Four of the strategic objectives under the Partnerships Pillar have been completed.
- The draft Monitoring Framework for the Ends Policies will be presented for your consideration at our Q3 meeting.
- The remaining two objectives (website refresh and strategic plan) are progressing on schedule.

## 4. Partnerships

- We have had positive conversations with the CEO of Loch Lomond Villa regarding the development of a collaborative relationship between our two research organizations. Both organizations have identified that the opportunities for research funding are fewer than in previous years, threatening the sustainability of our research teams. By collaborating, rather than competing with each other for funding, we could improve the success of our projects.
- We have also met with Emily Reed and Jennifer Russell from the new Institute for Population Health (UNB) regarding the potential to link with our research team on projects related to aging and population health. There is an openness, but the organization is very new. We committed to speaking again when our strategic plan is prepared and the future of CIRA has been clarified.
- We have been invited by Habitat for Humanity and the NB Non-Profit Housing Association to participate in a couple of interesting planning projects.
  - Habitat for Humanity (New Brunswick) is a pilot site (part of an international study) for a Housing Ecosystem Assessment Tool. York Care Centre, identified as a key player in the housing sector for vulnerable seniors, was interviewed as part of this project.
  - The NB Non-Profit Housing Association is doing a provincial assessment of the state of non-profit housing in NB and actions required for a sustainable sector. Again, our input was solicited as we are identified as leaders in this sector.

#### 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

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

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).	Develop a monitoring framework for the board to assess achievement of their stated "Ends".	<ul style="list-style-type: none"> <li>• Monitoring framework to be presented by Sept 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Falling Behind. Target changed to Quarter 4.</li> </ul> <p><i>Resp - Geri Geldart</i></p>
	Develop and implement a social media content plan to support programs/services.	<ul style="list-style-type: none"> <li>• Plan to be developed by September 2024</li> </ul>	<ul style="list-style-type: none"> <li>• <b>COMPLETE AND ONGOING</b></li> </ul> <p><i>Resp - Geri Geldart and Tara Thibault</i></p>
	Refresh the YCC video displays (donor boards, etc.)	<ul style="list-style-type: none"> <li>• Refreshed displays by Oct 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>COMPLETE</b></li> </ul> <p><i>Resp - Tara Thibault</i></p>
	Complete a refresh of the York Care Centre website	<ul style="list-style-type: none"> <li>• Refresh completed by March 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• In-progress</li> </ul> <p><i>Resp - Geri Geldart and Tara Thibault</i></p>
	Support the Board in the development of the 2025 – 2030 Strategic Plan	<ul style="list-style-type: none"> <li>• Strategic Plan complete by March 2025 in preparation for June 2025 Annual Meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• In-progress. Input gathering underway.</li> </ul> <p><i>Resp - Geri Geldart</i></p>
To increase YCCs leadership position in the community by improving the level and the volume of effective partnerships.	Establish a fund development plan for York Care Foundation	Plan to be developed and approved by December 2024	<ul style="list-style-type: none"> <li>• <b>COMPLETE</b> - The Foundation is focused on a campaign for a specific project rather than a comprehensive fund development plan.</li> </ul> <p><i>Resp - Geri Geldart</i></p>
	Increase the number of volunteer hours over the course of the year.	<ul style="list-style-type: none"> <li>• Determine baseline number of hours for on unit/spiritual volunteers by Dec 2024.</li> <li>• By March 2025, increase the number of volunteer hours by 10%.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>COMPLETE</b> – Tracking process implemented. Baseline established.</li> </ul> <p><i>Resp - Jamie Roy</i></p>

## BRIEFING NOTE

**To:** Members – Governance and Audit Committee

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

**Date:** January 27, 2025

**RE: Board Policy Review**

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### Purpose

To provide background for the review of six of the Governance Process policies.

### Background

The Carver Model, also known as *Policy Governance*, provides a structured approach to board governance by emphasizing the roles and responsibilities that ensure strategic oversight without micromanaging operational functions. *Governance process policies* define the way in which a board governs and performs its oversight duties. These policies outline the structure and processes that ensure the board is functioning effectively, making decisions in alignment with the organization's mission and vision, and staying accountable to its stakeholders. The core principle behind Governance process policies is that the board should focus on big-picture strategic issues, delegating the details of day-to-day operations to the CEO or other management staff.

York Care Centre currently has twenty policies that address governance process, many of which have been recently reviewed (4 in 2024, 3 in 2023, and 6 in 2022). We will review the seven policies which were last reviewed in 2021.

- Gov-A-100 – Assessment: Board, Chair and Members
- Gov-B-112 – Board and Community Members Acknowledgement of Role and Responsibility
- Gov-B-115 – Board Members Code of Conduct
- Gov-B-120 – Board Membership Skill Matrix
- Gov-N-260 – Nominating Process
- Gov-S-280 – Strategic Plan
- Gov-T-185 – Timely Submission to Members

I am also recommending that we consider revisions to Gov-B-110 Board Responsibility. This policy was last reviewed in 2023, but as our policy discussions have evolved, I would like the board to consider additions to this policy.

### Attachment

Board Policy Manual - Table of Contents.

# YORK CARE CENTRE CORPORATE GOVERNANCE POLICIES

## INDEX

### ***Governance Process***

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Gov-A-100	Assessment: Board Chair and Members	Jan 25, 2021
Gov-B-105	Board Committee Principles	Nov 28, 2022
Gov-B-110	Board Responsibility	Jan 26, 2023
Gov-B-112	Board Members Acknowledgement of Role & Responsibility	Mar 29, 2021
Gov-B-115	Board Members Code of Conduct	Jan 25, 2021
Gov-B-120	Board Membership Skill Matrix	Jan 25, 2021
Gov-C-125	Chairperson's Role	Nov 28, 2022
Gov-C-126	Change in Membership	Nov 28, 2022
Gov-C-127	Conflicts of Interest (Resolving)	Nov 28, 2022
Gov-C-130	Cost of Governance	Nov 28, 2022
Gov-C-135	Communication to Government, Regulators & Stakeholders	Nov 28, 2022
Gov-G-140	Global Governance Process	Jan 26, 2023
Gov-N-260	Nominating Process	Jan 25, 2021
Gov-N-261	York Foundation Representative	Jan 26, 2023
Gov-O-265	Orientation- new Board Members	May 13, 2024
Gov-R-270	Reimbursement to members for out-of-pocket expenses	May 13, 2024
Gov-R-275	Resolution Book	May 13, 2024
Gov-R-278	Retirement/Resignation Gifts	May 13, 2024
Gov-S-280	Strategic Plan	Jan 25, 2021
Gov-T-185	Timely Submission to Members	Jan 25, 2021

### ***Board President & CEO Linkage***

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Gov-Link-A-310	Accountability – President & CEO	Oct 15, 2020
Gov-Link-D-320	Delegation to the President & CEO	Oct 15, 2020
Gov-Link-G-330	Global Board-President & CEO Linkage	Oct 15, 2020
Gov-Link-M-340	Monitoring President & CEO Performance	Oct 15, 2020

Gov-Link-P-345	President & CEO	Oct 15, 2020
Gov-Link-U-350	Unity of Control	Oct 15, 2020

### ***Executive Limitation***

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Gov-Exec-A-405	Asset Protection	Jan. 25, 2021
Gov-Exec-C-410	Communication and Support to the Board	Oct. 15, 2020
Gov-Exec-E-420	Emergency Planning	Oct. 15, 2020
Gov-Exec-E-425	Emergency President & CEO Replacement	Oct. 15, 2020
Gov-Exec-E-430	Employment, Compensation and Benefits	Jan. 25, 2021
Gov-Exec-F-435	Financial Condition and Activities	Jan 25, 2021
Gov-Exec-F-440	Financial Planning and Budgeting	Jan 25, 2021
Gov-Exec-G-445	Global Executive Constraint	Jan 25, 2021
Gov-Exec-I-455	Internal Controls and Integrity of Reporting	Jan 25, 2021
Gov-Exec-R-470	Relationship with Stakeholders	Jan 2014
Gov-Exec-T-475	Treatment of Staff	Jan 25, 2021

### ***Ends***

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Gov-Ends-E-510	Employer of Choice	Feb 1, 2024
Gov-Ends-P-530	Purpose	Feb 1, 2024
Gov-Ends-R-550	Residence of Choice	Feb 1, 2024

**YORK CARE CENTRE  
Corporate Governance Policy**

<b>Type:</b> Governance Process	<b>Date Issued:</b> May 17, 2012
<b>Title:</b> Assessment: Board, Chair and Members	<b>Page:</b> 1 of 1
<b>Approved by:</b> Board of Directors	Gov-A-100
<b>Date Reviewed/Revised:</b> 05/12; 05/15; 01/21	

**No changes recommended**

**Policy:**

The Board is committed to undertaking an annual assessment of the performance of the Board as a whole, its Chair, its Committees as well as a review of the contributions of individual members.

**Procedure:**

**1. BOARD AS A WHOLE**

- a) The Governance & Audit Committee will undertake an annual assessment of the performance of the Board by seeking input from members through annual assessments. This includes reviewing and analyzing results, identifying strengths, and considering changes/improvements that may be required.
- b) The results will be presented to the Board with appropriate recommendations for consideration.

**2. THE CHAIR**

- a) The Governance & Audit Committee will undertake an annual review of the Board Chair by seeking input from members of the Board through annual assessment. This includes reviewing and analyzing results, identifying strengths, and considering changes/improvements that may be required.
- b) The results will be shared with the Vice-Chair of the Board who will discuss with the Board Chair.

**3. THE MEMBERS**

- a) The Governance & Audit Committee will prepare and distribute an annual self-assessment to members. The Committee will review and analyze results, identify strengths, and consider new development opportunities.
- b) Based on the results, the Committee will identify topics of interest to Board Members for consideration by the Board for inclusion in future educational sessions.
- c) Where the Committee identifies issues specific to a member of the Board, the Committee Chair will bring to the attention of the Board Chair for appropriate discussion with the member.

**4. THE BOARD'S COMMITTEES, THEIR CHAIRS AND MEMBERS**

- a) The Governance & Audit Committee will prepare and distribute an annual assessment of Standing and Ad Hoc Committees of the Board (including Chairs and members), which will be completed by the members.
- b) The Committee will review and analyze results, identifying opportunities where members could benefit from improved/increased knowledge about the organization, their role and/or responsibilities.
- c) Based on the results, the Committee will identify topics of interest to Board Members for consideration by the Board for inclusion in future educational sessions.
- d) Where the Committee identifies issues specific to a committee member, the Chair of the Governance & Audit Committee will bring these to the attention of the Chair of the appropriate committee for follow-up.

**5. OTHER**

- a. The annual review as described herein will be undertaken no later than May.
- b. The Governance & Audit Committee is responsible to review annually the statements contained in the forms used for the annual assessment, amend and report results to the Board of Directors.

**YORK CARE CENTRE**  
**Corporate Governance Policy**

Type: Governance Process	Date Issued: November 30, 2009
Title: BOARD RESPONSIBILITY	Page: 1 of 1
Approved by: Board of Directors	Gov-B-110
Date Reviewed/Revised: 11/16 01/23	

The Board of Directors, through the following responsibilities, ensures the organization's mission and strategic objectives are achieved effectively and ethically.

### 1. Governance Policies

1. The Board shall ~~produce written~~develop, maintain and periodically review governing policies that, at the broadest levels, address each category of organizational decisions.
  - a. Ends: Organizational products, effects, benefits, outcomes, recipients, and their cost or relative worth (what good, for which recipients, at what cost). Ends policies shall be reviewed regularly to ensure alignment with the organization's mission, priorities and evolving needs of recipients.
  - b. Executive Limitations: Constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
  - c. Governance Process: Specification of how the Board conceives, carries out, and monitors its own tasks.
  - d. Board-President & CEO Linkage: How responsibility is delegated and its proper use monitored; the President & CEO role, authority and accountability.

### 2. Hiring and Monitoring the President and CEO

The Board shall hire the President & CEO and establish clear expectations for performance through approved policies and measurable indicators. The Board shall give direction to and monitor President & CEO performance for compliance with Ends policies and adherence to Executive Limitations established and approved policies., with evaluations conducted annually, or as required. The Board shall ensure the President and CEO has the necessary resources to fulfill these expectations.

2.

### 3. Oversight of Activities Beyond Executive Limitations

The Board shall deal with and make decisions regarding activities or transactions and assets that exceed executive limitations as outlined in the board's policies. In such cases, the Board shall require an analysis of risks, benefits and alignment with the approved Ends policies.

### 3.4. External Audit Responsibilities

The Board shall bring a recommendation regarding the appointment of the external auditors to the annual meeting of the members of the corporation. The auditors shall be appointed at the annual meeting of the members. The Board shall ensure there is an internal audit plan in place. The Board

shall set fees for the audit, define the audit management plan, and approve the annual financial statements of the Corporation.

#### **4.5. Strategic and Business Plan Approvals**

The Board shall approve, prior to implementation, all strategic plans and business plans as well as all operating and capital budgets.

#### **6. Board Education and Development**

The Board shall ensure its members receive regular training and education to remain informed about governance best practices, industry trends and the organization's strategic priorities.

#### **7. Risk Management Oversight**

The Board shall oversee the organization's risk management framework to ensure that risks are identified, assessed and mitigated. The Board shall periodically review the effectiveness of risk management practices and ensure they are integrated into the strategic and operational plans.

#### **8. Succession Planning**

5- The Board shall ensure the organization has a robust succession plan for the President and CEO and other key leadership roles to maintain continuity and stability.

*Although not on our schedule to review this year, based on our recent discussions while reviewing board policies, it is recommended this policy be amended to include accountabilities related to Ends policies, board education, risk management and succession planning.*

**YORK CARE CENTRE**  
**Corporate Governance Policy**

Type: Governance Process	Date Issued: November 26, 2012
Title: Board & Community Members Acknowledgement of Role and Responsibility	Page: 1 of 1
Approved by: <i>Board of Directors</i>	Gov-B-112
Date Reviewed/Revised: November 26, 2012, May 5, 2015, March 2021	

Members of the Board of Directors and community members of Board committees of York Care Centre are expected to conduct themselves with personal integrity and to ethically, honestly and diligently carry out their responsibilities as representatives of the organization.

~~Members are required to support and advance the interests of the organization and avoid placing themselves in situations where their personal interests actually or potentially conflict with the interest of the organization. Individuals who accept to serve York Care Centre as members of the Board of Directors or community members of a Board committee agree to:~~

1. Fulfill their fiduciary responsibility by acting in the best interests of the organization at all times.
2. Commit to accountability and confidentiality as outlined in the governance policies.
3. Adherence to the organization's Code of Ethics and Professional Conduct.
4. Avoid and disclose any conflicts of interest.
5. Participate actively in meetings, deliberations and governance activities ensuring adequate preparation and contribution.

Accordingly, ÷

~~—~~ Individuals who accept to serve York Care Centre as members of the Board of Directors or community members of a Board committee are required to sign a statement acknowledging the role and responsibilities associated with the position as provided in the applicable appendix A or B.

**YORK CARE CENTRE ACKNOWLEDGEMENT  
MEMBER BOARD OF DIRECTORS**

As a member of the Board of Directors of York Care Centre and its group of companies, I agree to comply with the organization’s ~~ethics framework~~Code of Ethics and Professional Conduct and perform my duties honestly and with due diligence. I therefore undertake to:

- 1. Be loyal to and speak positively about the organization and its membership.
- 2. Avoid actual or potential situations of conflict.
- 3. Become familiar with and support the organization’s vision, mission, values, strategic direction and the policies of the Board.
- 4. Attend board meetings and/or assigned committee meetings, as appropriate.
- 5. Read pre-meeting material before each meeting and seek whatever additional information ~~I may~~ be required in reviewing issues for ~~cons~~consideration.
- 6. Express opinions and ideas on matters being considered without monopolizing ~~the~~ and discussion and being respectful of others views.
- 7. Act in good faith throughout the decision-making process and provide due care of the organization’s financial and legal requirements.
- 8. Not divulge any information ~~that I may~~ received that is of a confidential nature.
- 9. Participate in an orientation session and any ongoing educational sessions.
- 10. Participate in self-evaluation and evaluation of the Board, its Chair and the President & CEO.
- 11. Recognize that the sole official connection to the operating organization, its achievements and conduct shall be through the President & CEO and that only decisions of the Board acting as a body are binding on the President & CEO.

-

I understand that failure to comply may result in my dismissal as a member of York Care Centre Board of Directors.

-

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Witness

\_\_\_\_\_  
DATE

**YORK CARE CENTRE ACKNOWLEDGEMENT  
COMMUNITY MEMBER**

As a Community Member of Board Committees of York Care Centre and its group of companies, I ~~agree~~ agree to comply with the organization's ~~ethics framework~~ Code of Ethics and Professional Conduct and perform my duties honestly and with due diligence. I therefore undertake to:

- 1. Be loyal to and speak positively about the organization and its membership
  - 2. Avoid actual or potential situations of conflict.
  - 3. Become familiar with and support the organization's vision, mission, values, strategic direction and the policies of the Board.
  - 4. Attend ~~board meetings and/or assigned~~ committee meetings, ~~as appropriate~~
  - 5. Read pre-meeting material before each meeting and seek whatever additional information I may be required in reviewing issues for consideration.
  - 6. Express opinions and ideas on matters being considered without monopolizing ~~any~~ the discussion and being respectful of ~~others~~ others' views.
  - 7. Act in good faith throughout the decision-making process, ~~and provide due care of the organization's financial and legal requirements~~
  - 8. Not divulge any information ~~that I may received~~ that is of a confidential nature.
  - 9. Participate in an orientation session and any ongoing educational sessions.
  - ~~— Participate in self-evaluation and evaluation of the Board, its Chair and the President & CEO~~
  - 10. Recognize that the sole official connection to the operating organization, its achievements and conduct shall be through the President & CEO and that only decisions of the Board acting as a body are binding on the President & CEO.
- I understand that failure to comply may result in my dismissal as a community member of the Board of York Care Centre.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Witness

\_\_\_\_\_  
DATE

**YORK CARE CENTRE  
Corporate Governance Policy**

**Type:** Governance Process

**Date Issued:** November 30, 2009

**Title:** BOARD MEMBERS CODE OF CONDUCT

**Page:** 1 of 1

**Approved by:** Board of Directors

**#:** Gov-B-115

**Date Reviewed/Revised:** 09/12; 05/15; 01/21

**Policy:**

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members, and ensuring that all decisions align with the Ends policies and the strategic goals of York Care Centre.

**Procedure:**

**1. Board Members Accountabilities and Conflict of Interest.**

1. Board members must represent unconflicted loyalty to the interests of York Care Centre. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
  
2. Board members must avoid conflict of interest with respect to their fiduciary responsibilities, and disclose any potential conflicts.
  
- a. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information.
- b. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
- c. Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.
- d. Members shall, as soon as possible disclose their involvement with other organizations or parties that may produce a conflict with this code or be perceived as illegal or unethical behaviour.

**2. Board Authority and Decision-making.**

1. Board members may not ~~attempt to~~ exercise individual authority over the organization except as explicitly set forth in Board policies.
  
2. Members' interaction with the President & CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.

—Members’ interaction with the public or press or other entities must recognize this same limitation.

• In their ~~decision making~~decision-making process Board members must ensure all decisions are aligned with the Ends policies and will ensure that the organization’s assets are protected and used for their intended purposes.

### 3. Respecting Confidentiality and Conduct

• Board members shall respect the confidentiality appropriate to issues of a sensitive nature.

• Board members shall conduct themselves with respect and professionalism in all meetings.

**YORK CARE CENTRE  
Corporate Governance Policy**

**Type:** Governance Process

**Date Issued:** May 17, 2012

**Title:** Board Membership Skill Matrix

**Page:** 1 of 2

**Approved by:** Board of Directors

Gov-B-120

**Date Reviewed/Revised:** 05/12; 05/15; 01/21

**Policy:**

**Minor change recommended.**

In selecting individuals to serve as Board Directors, an annual recruitment plan will be developed to provide guidance in the selection of potential members to the Board to ensure that the membership reflects an appropriate combination of education, experience and competencies required for efficient governance.

**Procedure:**

1. At the beginning of each calendar year an inventory of current member skill sets together with upcoming vacancies, ~~as provided in Appendix A,~~ will be undertaken.
2. Considering the skills of current members, strategic goals and objectives, and other related matters, a recruitment plan will be developed in response to vacancies which will occur in the upcoming 2 to 3 years.
3. The recruitment plan will confirm the current mix of education, experience and competencies and identify specific education, experience and competencies required. In addition, it will also seek to attract individuals who possess appropriate personal attributes (e.g. integrity, high ethical standards, etc.), sound judgement, strong interpersonal skills, and a high level of commitment to the organization and its success.
4. The recruitment plan will consider the following:
  - a) Finance - minimum **one member** with relevant education, experience, and financial competencies.
  - b) Healthcare - minimum **one member** with relevant education, experience, and healthcare competencies.
  - c) Public Sector - minimum **one member** with senior public service experience in management and/or policy.
  - d) Education - minimum **one member** with relevant education, and experience in the education field.
  - e) Research – minimum one member with relevant education, experience, and research competencies.
  - f) Strategy - minimum **two members** on the board should have education, experiences, and competencies relevant to the Board's Strategic Plan.
  - g) Other - The remaining positions on the Board are to be filled with individuals having education, experience and competencies deemed by the Board to be supportive of its vision, mission, values, and goals.
5. Any person of the full age of nineteen years shall be eligible for appointment as a member of the corporation and the corporation may make by-laws governing the method of selecting and appointing members, provided that at any time not more than one member of the corporation shall be a resident outside the County of York.

**YORK CARE CENTRE**  
**Corporate Governance Policy**

**Type:** Governance Process

**Date Issued:** May 17, 2012

**Title:** Nominating Process

**Page:** 1 of 1

**Approved by:** Board of Directors

Gov-N-260

**Date Reviewed/Revised:** 05/12; 05/15; 01/21

**Policy:**

No changes recommended.

The Board of Directors is committed to having an ongoing nominating process whereby individuals with appropriate education, experience and competencies and appropriate attributes will be identified to serve.

**Procedure:**

1. The Governance & Audit Committee through various means, including public advertisements when appropriate, will on an ongoing basis identify/receive names of individuals as potential candidates for appointment as members of the Board or its Committees.
2. The education, experience and competency of potential candidates will be assessed to determine consistency with needs as identified in the board's Recruitment Plan for members.
3. Once an individual is identified as a potential member of the Board her/his name will be provided to the Chair and Vice-Chair who will contact the individual and pursue the individual's willingness to serve. The actual appointment will be confirmed by the Board.
4. Potential candidates for Board membership may initially be appointed to serve on one of the Board's committees as a means of becoming familiar with the organization's goals, mission, values, and strategic plan.
5. Once a potential candidate is identified as a possible member of a Committee her/his name will be provided to the Chair of that Committee who will be responsible to contact the individual and pursue their willingness to serve. The actual appointment will be confirmed by the Board.
6. An appropriate orientation session will be provided to all members appointed to the Board and its Committees.
7. Individuals appointed to the Board and its Committees will:
  - a) Provide information confirming their education, experience and competencies including areas of interest in serving the Board.
  - b) Sign a statement acknowledging their role, duties, and legal responsibilities as members of the organization.
8. The organization will maintain records including the following:
  - a) The names of past and current members including length of time served, area served, etc.
  - b) The names of potential candidates including education, experience, competencies, areas of interest in serving the Board, etc. for one year.
  - c) The names and relevant information concerning individuals who have been contacted to serve and have indicated that they have no interest in serving the Board for one year.

**YORK CARE CENTRE  
Corporate Governance Policy**

**Type:** Governance Process

**Date Issued:** May 17, 2012

**Title:** Strategic Plan

**Page:** 1 of 1

**Approved by:** Board of Directors

Gov-S-280

**Date Reviewed/Revised:** 05/12; 05/15; 01/21

**Policy:**

**No changes recommended**

The Board of Directors is committed to operating based on a 5 year Strategic Plan identifying the organization's vision, mission, values and setting out goals and objectives.

**Procedure:**

1. The Board will ensure the development of a 5-year Strategic Plan identifying the long-term vision of the organization, its mission, and its values as well as setting out appropriate goals and objectives.
2. The Strategic Plan will be developed by a Committee appointed by the Board from within its membership with representation from the President and CEO or other staff as required. The plan will be approved by the Board.
3. The Strategic Plan will identify 5-year goals which together with related objectives will be revisited and approved by the Board every year.
4. The Strategic Plan together with its goals and key objectives will be translated through the President & CEO into an annual operating plan.
5. The Operational Plan will identify activities to be pursued each year. Although some activities may be multi-year these will be reviewed/revised and set annually through the President & CEO.
6. A general review of the Strategic Plan will be undertaken at the end of 3 years leading to a revised, extended, or new Plan for the next 5-year period.

**YORK CARE CENTRE**  
**Corporate Governance Policy**

**Type:** Governance Process

**Date Issued:** September 13, 2012

**Title:** SUBMISSIONS TO BOARD

**Page:** 1 of 1

**Approved by:** Board of Directors

Gov-T-185

**Date Reviewed/Revised:** 09/12; 05/15; 01/21

**Policy:**

No changes recommended.- but is there are better title for this?

The Board expects its members to attend meetings prepared to discuss and reach decisions on matters submitted for their consideration. In that respect members are expected to have read, prior to meetings, whatever information or documentation is submitted to them relevant to matters which they will be considering at their meetings.

**Procedure:**

1. The Board acknowledges that information and documentation in support of matters to be considered by members must be forwarded or made available to them in sufficient time to allow them to review it and seek clarification if required.
2. All information and documentation relevant to any matter to be considered and decided upon by the Board should be circulated to members at least 3 working days prior to a scheduled meeting.
3. It is understood that exceptions to this policy may be required in emergency situations where urgent consideration of a matter may be required. Such exceptions shall be approved by the Chair of the Board.



## BRIEFING NOTE

**To:** Members – Governance and Audit Committee

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

**Date:** January 29, 2025

**RE:** York County Properties Inc. and York Development Inc. Bylaws

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### Purpose

To complete the official process of approving changes to the York County Properties Inc. and the York Developments Inc. Bylaws.

### Background

- York County Properties, Inc. is the original company established in 1966. York Manor Inc. was established in 1969 and YDI was incorporated in 1980. York Manor Inc became York Care Centre in 2021. Throughout all of these events, the bylaws of York County Properties remained the authority under which the members, directors and officers of the other companies are appointed because *“The affairs of the Corporation shall be managed by a Board of Directors, who shall be the same persons as are the Directors of York County Properties Inc., and the Executive Committee of the Directors of York County Properties Inc., shall be the Executive Committee of the Directors of the Corporation and may exercise such powers of the Board of Directors as are delegated to it by the Board.”*
- The last approved and signed versions of the bylaws for York County Properties Inc and York Development Inc. are from 2017.
- The Governance and Audit Committee approved revisions to the bylaws of three companies (YCC, YCP and YDI) on January 12, 2022, but it doesn’t appear that this motion was considered at a subsequent Board meeting. The YCC bylaws were eventually approved at a board meeting (February 13, 2023) following changes made to align with regulations under the Nursing Home Act.
- The process for amending bylaws is outlined in each set of bylaws (see Figure One and Figure Two).

### Recommendations

1. It is recommended that we complete the process of having the revised bylaws of York County Properties Inc. and York Developments Inc. approved by the Board of Directors following the process outlined in the 2017 Bylaws. This requires a minimum notice of one month in advance of the meeting at which the motion will be considered. The motion must be passed by at least a two-thirds majority vote.
2. Given that there were changes made to the York Care Centre Inc bylaws in the period between January 2022 and February 2023 to comply with legislative requirements under the Nursing Home Act, it is recommended that the CEO and the Chair of Governance review/revise the bylaws of YCP and YDI to ensure alignment with the YCC bylaws.
3. Revised bylaws should be presented to the Q4 Governance and Audit Committee (April) thereby provided sufficient period for notice in advance of the June meeting of the Board.

Figure One – excerpt from the 2017 Bylaws of York Country Properties Inc.

**30. AMENDMENT OF BYLAWS**

These Bylaws may be amended at an annual, regular or special Meeting of the Board of York County Properties Inc., but such amendments require a minimum of one month's Notice of Motion. The Notice of Motion must be submitted in writing with the proposed amendment, together with the names of the Mover and Secunder and shall be posted at York County Properties Inc. for a period of at least ten days prior to the meeting at which the amendment is to be moved. Such amendment shall be circulated to the Board Members and, for adoption, shall require a two-thirds majority of those present, provided a quorum is present. Such amendments shall be effective when approved by the Board of Directors and subject to conformity with Provincial Acts and Regulations.

Figure Two – excerpt from the 2017 Bylaws of York Developments Inc.

**30. AMENDMENT OF BYLAWS**

These Bylaws may be amended at an annual, regular or special Meeting of the Board of York Developments Inc., but such amendments require a minimum of one month's Notice of Motion. The Notice of Motion must be submitted in writing with the proposed amendment, together with the names of the Mover and Secunder and shall be posted at York Developments Inc. for a period of at least ten days prior to the meeting at which the amendment is to be moved. Such amendment shall be circulated to the Board Members and, for adoption, shall require a two-thirds majority of those present, provided a quorum is present. Such amendments shall be effective when approved by the Board of Directors and subject to conformity with Provincial Acts and Regulations.



## BRIEFING NOTE

**To:** Members – Governance and Audit Committee

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

**Date:** January 29, 2025

**RE:** Board Executive and Committee Chairs for 2024-25

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### A. Purpose

To determine process for preparing recommendations for the Board for executive and chair positions.

### B. Background

- The York County Properties Inc. bylaws identify the process for appointing executive and committee positions.
- The Chair, Vice-Chair, Secretary, Treasurer and Chairs of Committees are elected at the annual meeting.
- Officers, Chairs and members of standing committees are to be appointed for a two year term from the membership. They may be re-appointed at the end of their two year term for a further two year term and a turnover after four years is encouraged.
- The standing committees are Executive, Finance and Admin, Care Services, Governance and Audit, and Research and Ethics.
- The Chair of Governance submits recommendations of the G&A Committee for the Chair of each Standing Committee not provided for by Bylaw. Election is held at the Annual meeting.
- The Chair of each committee shall select their committee members on an annual basis, subject to review and approval by the Executive Committee.
- The Committee Chair, with approval of the Board, may appoint non-members of the Board to the committee they chair.
- Appointments provided for by Bylaw
  - Executive Committee – To be chaired by the Board Chair. Committee members include the Vice Chair, Secretary, Treasurer, Past Chair, Chair of Finance and Admin, Chair of Care Services, Chair of Governance and Audit, Chair of Research and Ethics.
  - Finance and Admin - The Treasurer is Chair
  - Care Services – A Chair is appointed by the Board from within its membership.
  - Governance and Audit – A chair is appointed by the Board from within its membership. The Secretary is a member. The committee includes no less than two Board members who are not on the Executive Committee.
  - Research and Ethics – A chair is appointed by the Board from within its membership.
  - Standing Committee’s shall have at least two other Board members in addition to the Chair.

### C. Current Chairs and Terms of Office

Position	Name	Year 1	Year 2	Year 3	Year 4
Chair	Marjorie Belzile	2023-24	2024-25	Eligible for a second term.	
Vice Chair	Bryanna White-Aube	2024-25	Eligible for a second year		
Past Chair	Lyne St-Pierre-Ellis	2023-24	2024-25	Eligible until Marjorie becomes past chair.	
Secretary	Wayne Snowdon	2019/20	2020/21	2021/22	2022/23/24/25
Treasurer	Pierre LeBlanc	2022/23	2023/24	2024/25	Eligible for a 4 <sup>th</sup> year
Chair Finance and Admin	Pierre LeBlanc	As above	As above	As above	As above
Chair, Care Service	Andrea Seymour	2024-25	Eligible for a second year		
Chair, Governance and Audit	Lyne St-Pierre-Ellis	2024-25	Eligible for a second year		
Chair, Research and Ethics	Tracey Burkhardt	2023/24	2024/25	Eligible for a 2 <sup>nd</sup> term	

### D. Recommendations:

1. The Chair of Governance and Audit should contact current officers and chairs to determine their willingness to continue in role, if eligible.
2. The Chair of Governance and Audit should approach members who may be interested / ready to take on new roles.
3. The Chair of Governance and Audit should bring forward recommendations to the Governance and Audit Committee – Quarter 4 for consideration.
4. The recommendations of the Governance and Audit Committee will be presented to the Board of Directors at the June 2025 Annual Meeting.
5. The responsibility for selecting committee members rests with the Committee chair, following review and approval of the Executive Committee. This process should be completed following the annual meeting in June, but no later than the end of August.

## BRIEFING NOTE

**To:** Governance Committee of the Board of Directors

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

**Date:** January 27, 2025

**RE: Monitoring Framework – Ends Policies**

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### Purpose

To provide the Governance and Audit Committee with a draft Monitoring Framework for use when evaluating achievement of the board approved Ends.

### Background

Policy Governance 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.

**Ends policies** articulate the desired outcomes, impacts, or changes that the organization exists to achieve. Written with a long-term perspective, these mission-related policies embody the Board's vision and the organization's reason for being.

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

York Care Centre has three Ends Policies: **Purpose, Residence of Choice, and Employer of Choice.**

Each policy states *"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."*

- For Purpose, data related to resident satisfaction and the adoption of innovative practices will be considered in the evaluation process.
- For Residence of Choice, key performance indicators related to facility upgrades, quality of care, quality of life, resident satisfaction, and safety measures will be considered in the evaluation process.
- For Employer of Choice, employee satisfaction surveys, retention rates, and assessments of organizational culture will be key indicators in the evaluation process.

The board has requested that a monitoring framework for the Ends policies be developed to aid the board in evaluating the achievement of the ends.

**Proposal**

The Senior Leadership Team has considered each of the policies and the various evaluation processes which currently exist. A draft monitoring framework has been developed for the Board’s consideration.

<b>Desired End</b>	<b>Desired Outcome</b>	<b>Indicator</b>	<b>Monitoring Committee</b>	<b>Frequency</b>
<b>Purpose</b>	Dignity and Respect for those we serve	Quality of Life surveys – residents and families	Care Services	Annually
	Exceptional Quality of Care and Quality of Life	Quality of Life Surveys Quality of Care indicators (internal data, SQLI, CIHI) Focused Audits – bedside audits, Infection Control audits, etc Surveys of tenants and clients of YDI	Care Services	Quarterly
	Innovation in Aging Care Practices	Narrative reports  Annual and Special Reports	Care Services Research & Ethics Board of Directors	As available  Annually and as available
	Community Engagement and Collaboration	CEO Reports	Governance and Audit Committee	Annually
<b>Residence of Choice</b>	State of the Art Facility	Director, Facility and Infrastructure reports  Quality of Life Survey – specific questions related to facility Special reports (facility condition reports, NB Housing Inspection)	Finance and Admin Committee	Quarterly  Annually
	Safe and Home-like Environment	Quality of Life Survey – specific questions related to safety/security/ homelike.	Care Services	Annually
	High Quality of Care	See above “Exceptional Quality of Care and Quality of Life”	Care Services	Quarterly
	Resident and Family Satisfaction	Wait list for long term care, assisted living and independent apartments  Quality of Life Surveys	Care Services	Quarterly

Desired End	Desired Outcome	Indicator	Monitoring Committee	Frequency
<b>Employer of Choice</b>	Foundation of Character	Annual Employee Survey. Quality of Life – questions related to staff. SQLI – new employee survey	Finance and Admin	Annually and as available.
	Culture of Excellence	Annual Employee Survey. Quality of Life – questions related to staff.	Finance and Admin	Annually
	Professional Development and Training	Reports to Finance and Admin Committee. Annual Employee Survey	Finance and Admin Care Services	Annually and as available
	Staff Well-being and Work-life Balance	Reports to Finance and Admin Committee Annual Employee Survey HR Indicators (retention rate, attendance, vacancy rate)	Finance and Admin	Quarterly and as available.

**Recommendation:**

It is recommended that the Governance and Audit Committee recommend to the Board that the Ends Policies Monitoring Framework be adopted for use in 2025/26.

## Board & Committee Meeting Schedule

SEPTEMBER 2025- 1st Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Care Services	Tuesday	9-Sep	5:30	Wed, Sep 3 <sup>rd</sup>	Andrea Seymour	Jamie
Governance & Audit	Thursday	11-Sep	5:30	Fri, Sep 5 <sup>th</sup>	Lyne St-Pierre-Ellis	Geri
Finance & Administration	Tuesday	16-Sep	5:30	Wed, Sep 10 <sup>th</sup>	Pierre LeBlanc	Heather/Shelley/Michel
Research & Ethics	Thursday	18-Sep	5:30	Fri, Sep 12 <sup>th</sup>	Tracey Burkhardt	Geri
Board of Directors	Monday	22-Sep	5:30	Thurs, Sep 18 <sup>th</sup>	Marjorie Belzile	Geri
OCTOBER/NOVEMBER 2025- 2 <sup>nd</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Tuesday	28-Oct	5:30	Wed, Oct 22 <sup>nd</sup>	Lyne St-Pierre-Ellis	Geri
Care Services	Thursday	4-Nov	5:30	Fri, Oct 24 <sup>th</sup>	Andrea Seymour	Jamie
Finance & Administration	Tuesday	06-Nov	5:30	Fri, Oct 31 <sup>st</sup>	Pierre LeBlanc	Heather/Shelley/Michel
Research & Ethics	Thursday	13-Nov	5:30	Fri, Nov 7 <sup>th</sup>	Tracey Burkhardt	Geri
Board of Directors	Monday	17-Nov	5:30	Thurs, Nov 13 <sup>th</sup>	Marjorie Belzile	Geri
JANUARY/FEBRUARY 2026- 3 <sup>rd</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Tuesday	03-Feb	5:30	Wed, Jan 28 <sup>th</sup>	Lyne St-Pierre-Ellis	Geri
Care Services	Thursday	05-Feb	5:30	Fri, Jan 30 <sup>th</sup>	Andrea Seymour	Jamie
Finance & Administration	Tuesday	10-Feb	5:30	Wed, Feb 4 <sup>th</sup>	Pierre LeBlanc	Heather/Shelley/Michel
Research & Ethics	Thursday	12-Feb	5:30	Fri, Feb 6 <sup>th</sup>	Tracey Burkhardt	Geri
Board of Directors	Tuesday	17-Feb	5:30	Fri, Feb 13 <sup>th</sup>	Marjorie Belzile	Geri
MARCH 2026 - Budget Meeting				Package Distribution	Committee Chair	Executive Lead(s)
Finance & Administration	Monday	23-Mar	5:30	Fri, Mar 20 <sup>th</sup>	Pierre LeBlanc	Heather
Board of Directors	Monday	30-Mar	5:30	Fri, Mar 27 <sup>th</sup>	Marjorie Belzile	Geri
APRIL/MAY 2026- 4 <sup>th</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Tuesday	28-Apr	5:30	Wed, Apr 22 <sup>nd</sup>	Lyne St-Pierre-Ellis	Geri
Care Services	Thursday	30-Apr	5:30	Fri, Apr 24 <sup>th</sup>	Andrea Seymour	Jamie
Finance & Administration	Tuesday	05-May	5:30	Wed, Apr 29 <sup>th</sup>	Pierre LeBlanc	Heather/Shelley/Michel
Research & Ethics	Thursday	07-May	5:30	Fri, May 1 <sup>st</sup>	Tracey Burkhardt	Geri
Board of Directors	Monday	11-May	5:30	Thurs, May 7 <sup>th</sup>	Marjorie Belzile	Geri
JUNE 2026 - Year End				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Monday	08-Jun	5:30	Fri, June 5 <sup>th</sup>	Lyne St-Pierre-Ellis	Geri
Board of Directors	Monday	15-Jun	5:30	Fri, June 12 <sup>th</sup>	Marjorie Belzile	Geri
Annual General Meeting	Monday	15-Jun	6:30	Fri, June 12 <sup>th</sup>	Marjorie Belzile	Geri

December 5, 2024