

**Finance & Administration Committee
AGENDA**

Tuesday, September 16, 2025 @ 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	In Camera Session including Geri Geldart & Heather Harris-Jones	
5.0	2025/2026 DSD Funding*	Heather Harris Jones
6.0	Approval of Previous Minutes: April 28, 2025*	Pierre LeBlanc
7.0	Business Arising from the Minutes None	
8.0	Standing Reports	
	8.1 Unaudited Financial Statements Q1 April 1 – June 30, 2025*	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	
	8.2 Finance & Administration Q1 Report*	Shelley /Michel /Heather
9.0	New Business	
	9.1 Annual Work Plan 2025 – 2026*	Geri Geldart
	9.2 Terms of Reference Review*	Geri Geldart
	9.3 Facility Condition Assessment – YDI*	Michel Boyer
10.0	Next meeting – Tuesday, November 4, 2025	

**Denotes attachment*

Proposed Motions

1. That the 2025 – 2026 Budget for York Care Centre be recommended to the Board of Directors for approval.
2. That the minutes of March 24, 2025, be approved.
3. That the unaudited Q1 April 1 – June 30, 2025 financial statements be recommended to the Board of Directors for approval.



BRIEFING NOTE

To: Board of Directors
 From: Heather Harris-Jones, Chief Financial Officer
 Date: August 9th, 2025
 RE: **Approval of YCC 2025-26 Budget Funding from Department of Social Development**

Purpose

To review and approve the 2025 – 2026 budget from DSD with the Board of Directors.

Background

On August 28th, 2025, the Department of Social Development (DSD) sent the 2025-26 budget package to YCC. The total funding amount is \$25,655,377. This budget provides funding for:

- all known changes such as salary increases in the CUPE Agreement, Non-Bargaining Management Rates, employer costs for CPP, EI, WSNB and pension, property taxes, insurance premiums, benefit premiums and loans and mortgages.
- Retention Premium amounts for CUPE Employees for 15+, 20+ and 25+ years of service.
- Professional Fees for FTEs under the SHCH bargaining group.
- Inflationary / Other increases(decreases) on non-salary items:

2.0% supplies	\$ 44,483
1.91% Housekeeping	\$ 1,594
1.99% Minor Equipment	\$ 266
9.7% electricity	\$ 54,920
0.93% decrease on insurance	\$ -709
1.22% increase on property taxes	\$ 6,820
Safe Resident Handling Supplies (New)	<u>\$ 65,400</u>
 Total of the above inflationary increases	 \$ 172,774

I have reviewed the budget package and feel that the 2025-26 funding will allow YCC to deal with inflationary pressures and the increased payroll costs. The DSD funding reflects a substantial year over year increase of \$2.6M that mainly addresses the payroll increases for the CUPE Agreement, Non-Bargaining Management Rates with only a small increase for supplies. Due to the emphasis placed on cost control last year on certain supplies, that continues this year, the modest increase to the supplies funding should be sufficient to cover inflationary pressures.

This year I have prepared a revised YCC budget to reflect the CUPE Agreement rates, the Non-Bargaining Management rates and incorporate a few other changes such as the Deferred Contribution Revenue and Amortization for the Nurse Call System that did not make it into the YCC Budget approved in March.

The budget approved for YCC was \$24.3M and the proposed revised budget below is for \$26.8M. This is an increase of \$2.5M.

DSD requires YCC to accept the budget allocation and return the appropriate document to DSD before they will begin paying the 2025-26 funding allocation and budget amendments. Therefore, YCC is bringing this to the Finance and Administration Committee and Board for approval at the September 2025 meetings.

Recommendation

Pierre LeBlanc, Chair of the Finance and Administration Committee moves that the Board of Directors accept the total budget funding of \$25,655,377 provided by the Department of Social Development to York Care Centre Inc. and have the Board Chair and President and CEO sign the Certification of Budget Allocation for the 2025-26 fiscal year.

Pierre LeBlanc, Chair of the Finance and Administration Committee moves that the Board of Directors approve the attached revised 2025-26 internal budget for York Care Centre.

**SOCIAL DEVELOPMENT BUDGET 2025 – 2026
HIGH LEVEL OVERVIEW**

Yearly Adjustments:

Budget reflects changes to rates related to salaries, and benefits, WorkSafe premiums, property taxes, insurance premiums, loans and mortgages.

Inflationary Adjustments:

2.0% average increase in supplies budget for the following: Care, Pastoral, Activity, Administration, Dietary, Laundry, Housekeeping, Plant Operations, Fuel, Maintenance & Repairs, Minor Equipment, Health & Dental Benefits and Education.

9.7% increase in supplies budget for the following: Electricity.

Other Adjustments:

Addition of funding for Safe Resident Handling supplies that include but limit to resident slings, fall prevention equipment and repositioning devices. (previously some may have been budget amendments).

Addition of funding for Professional Fees for FTEs for the SHCP bargaining group. Funding is \$100 per FTE if the FTE is greater or equal to 0.5 FTE.

Addition of funding for Retention Premium amounts for CUPE employees with continuous years of service of 15+, 20+ and 25+ at YCC.

	York Care Centre Inc. Budget Approved 2025-26	York Care Centre Inc. Budget Proposed 2025-26	York Care Centre Inc. Variance
Operating Revenue	23,219,604	25,655,377	1 2,435,773
Less Vacant Bed Day Revenue reduction	-10,000	-10,000	0
Recoveries	1,034,610	1,154,485	2 119,875
Total Revenues	24,244,214	26,799,861	2,555,647
Care Salaries	9,745,952	10,946,166	3 1,200,214
Care Supplies	384,677	384,677	0
Recreation Salaries	302,825	343,611	3 40,785
Recreation Supplies	34,775	34,775	0
Pastoral Salaries	0	0	0
Pastoral Supplies & Contract for Services	28,250	28,250	0
Total Care Services	10,496,480	11,737,479	1,240,999
Research - Supplies & Expenses	0	0	0
Total Research	0	0	0
HR - Salaries	326,814	341,124	3 14,309
HR - Supplies	42,625	42,625	0
Dietary Salaries	1,296,088	1,519,313	3 223,226
Dietary Supplies	1,193,200	1,193,200	0
Environmental Services Salaries	1,806,205	2,135,577	3 329,373
Environmental Services Supplies	2,271,713	2,301,713	4 30,000
Total Operations	6,936,644	7,533,552	596,908
Administration Salaries	578,970	607,094	3 28,124
Administration Supplies	214,615	229,615	5 15,000
Education Supplies	75,000	75,000	0
Employee Benefits	2,959,484	3,469,599	3 510,115
Total Administration Services	3,828,069	4,381,308	553,239
Total Capital Operating	3,010,556	3,147,522	6 136,965
Total Expenses	24,271,750	26,799,861	2,528,112
Operating Surplus/(Deficit)	-27,535	0	27,535
Capital Budget Items	168,275	168,275	0
Net Surplus/(Deficit)	-195,810	-168,275	27,535

Operating Income Adjusted for Depreciation (Before Capital Budget)

Operating Income Budget	-27,535	0
Mortgage Principal in Operating Budget	2,321,171	2,321,171
Depreciation on buildings	-999,402	-999,402
Operating Income Adjusted for Depreciation (Before Capital Budget)	1,294,234	1,321,769

1. The increase in DSD funding reflects the CUPE contract increase, Non-Bargaining Management increase, 2% average increase on Supplies, 9.7% increase on Electricity and addition of amounts for Safe Resident Handling supplies, Professional Fees and CUPE Retention Premiums.
2. Increase reflects the additional Deferred Revenue for the Nurse Call System that did not get into the spring budget.
3. Higher Payroll and Benefits costs due to the CUPE contract and additional funding for some Non-Bargaining Management Positions.
4. Increase funding for Electricity \$25K and Computer Software \$5K.
5. Increase funding for Consulting Fees \$10K and Office Equipment/Supplies \$5K.
6. Increase reflects the addition of amortization on the Nurse Call System and other capital that did not get into the spring budget.



28 August 2025

Le 28 août 2025

Subject: 2025-26 Nursing Home Budget

Objet : Budget du Foyers de Soins 2025-26

I am writing to inform you about your budget for the 2025-26 fiscal year.

Je vous écris pour vous informer à propos de votre budget pour l'exercice financier 2025-26.

Included in the 2025-26 budget package:

Inclus dans le paquet budgétaire 2025-26 :

2025-26 Budget, which includes:

Détails du budget 2025-26 Budget, comprend :

- a. Budget Summary
- b. FTEs and Wage Expenses (Appendix A)
- c. Care Hours and FTEs (Appendix A-1)
- d. FTEs and Funded Hours (Appendix A-2)
- e. Personnel Benefits (Appendix B)
- f. Other Expenses (Appendix C)
- g. Capital Mortgages and Loans (Appendix D)

- a. Résumé du budget
- b. ETP et dépenses salariales (Annexe A)
- c. Heures de soins et ETP (Annexe A-1)
- d. ETP et heures financées (Annexe A-2)
- e. Bénéfices marginaux (Annexe B)
- f. Autres dépenses (Annexe C)
- g. Prêts et hypothèques capitaux (Annexe D)

Guidelines for 2025-26 Budget

Lignes directrices pour le budget 2025-26

Guidelines for Plant Operation Maintenance and Repairs

Lignes directrices pour les installations techniques, l'entretien et réparations

Certification of Budget Allocation for 2025-26

Certification de l'allocation budgétaire pour 2025-26

Your budget reflects changes related to salaries and benefits (including the new Management rates eff. Oct 2025 and the rates in the new CUPE/NBU collective agreements), property taxes, insurance premiums, loans, and mortgages, as usual.

Votre budget reflète les changements liés aux salaires et avantages sociaux (y compris les nouveaux taux de gestion à compter d'octobre 2025 et les taux dans les nouvelle convention collective SCFP/NBU), aux taxes foncières, aux primes d'assurance, aux prêts et aux hypothèques, comme d'habitude.

Please note the following items have been adjusted for inflation:

Veillez noter que les éléments suivants ont été ajustés pour tenir compte de l'inflation :

- 2.0% increase in supplies budgets, except for electricity.
- 9.7% increase in electricity supplies budget.

- Augmentation de 2,0% du budget des fournitures, à l'exception de l'électricité.
- Augmentation de 9,7% du budget des fournitures pour l'électricité.

Please also note the following items have been adjusted:

Veillez également noter que les éléments suivants ont été ajustés :

- WorksafeNB rate increase to fund the actual rate up to 4.45%.

- Augmentation du tarif de Travail sécuritaire NB de manière à financer le tarif réel jusqu'à concurrence de 4,45 %

NEW – An amount for Safe Resident Handling has been added to the supplies budget in Appendix C. This is intended for support purchase of products related to enhanced safe resident handling which may include but is not limited to resident slings, fall prevention equipment and repositioning related devices. **Including this new item in the budget eliminates the need for nursing homes to submit budget amendments for the above items.**

NEW – An amount for Professional Fees for FTEs under the SHCP bargaining group (DT and REC) has been added in Appendix B. The funding amount is \$100 per FTE if the FTE is greater or equal to 0.5 FTE.

NEW – Retention Premium amounts for CUPE employees have been added to Appendix A. The eligibility for this retention premium is based on continuous service at **your** home. If your employees are counting prior service at other nursing homes to make up their 15+, 20+ or 25+ years of service they may not be eligible. This retention premium will become part of the Year End Settlement process. We will reconcile the budgeted amount to the actual based on actual hours worked and eligibility. If there is a surplus, the department will recover the surplus. If there is a deficit, the department will provide additional funding for this item.

Please upload your approved certification of budget allocation to Workspaces at the following folder:

2024-25 > FINANCES > BUDGET

If you have questions concerning the attached documents, please contact Sylvie Leadbeater by email at sylvie.leadbeater2@gnb.ca.

Approval of the 2025-26 budget by the Nursing Home Board of Directors must be received by Financial Services prior to the processing of budget amendments.

The cooperation and collaboration of the nursing home sector is most appreciated. I look forward to a continued partnership with your Board and administration.

NOUVEAU – Un montant pour la manutention sécuritaire des résidents a été ajouté au budget des fournitures à l'Annexe C. Ceci est destiné à soutenir l'achat de produits liés à l'amélioration de la sécurité des résidents, qui peuvent inclure, sans s'y limiter, des harnais pour résidents, des équipements de prévention des chutes et des dispositifs liés au repositionnement. **L'inclusion de ce nouveau poste dans le budget élimine la nécessité pour les foyers de soins de soumettre des modifications budgétaires pour les produits di-dessus.**

NOUVEAU - Un montant pour les frais professionnels pour les ETP sous le groupe de négociation SHCP (DT et REC) a été ajouté à l'Annexe B. Le montant de financement est de 100 \$ par ETP si l'ETP est supérieur ou égale à 0,5.

NOUVEAU - Les montants de prime de rétention pour les employés du SCFP ont été ajoutés à l'Annexe A. L'éligibilité à cette prime de rétention est basée sur le service continu dans **votre** foyer. Si vos employés comptent des années de services antérieurs dans d'autres foyers de soins pour atteindre leurs 15+, 20+ ou 25+ années de service, il est possible qu'ils ne soient pas éligibles. Cette prime de rétention fera partie du processus de règlement de fin d'année. Nous allons réconcilier le montant budgété avec le montant réel basé sur les heures effectivement travaillées et l'éligibilité. S'il y a un surplus, le département récupérera le surplus. S'il y a un déficit, le département fournira un financement supplémentaire pour cet élément.

Veillez télécharger votre Approbation des crédits budgétaires approuvée dans Workspaces au fichier suivant :

2025-26 > FINANCES > BUDGET

Si vous avez des questions concernant les documents ci-joints, veuillez communiquer avec Sylvie Leadbeater par courriel à sylvie.leadbeater2@gnb.ca

L'approbation du budget 2025-26 par le conseil d'administration des foyers de soins doit être reçue par les services financiers avant le traitement des demandes de modifications budgétaires.

La coopération et la collaboration du secteur des foyers de soins sont énormément appréciées. J'espère maintenir notre partenariat avec votre conseil et personnel administratif.

Sincerely,

Sincèrement,

Serena Ann Bradford

Signed with ConsignO Cloud (2025/08/28)
Verify with verifio.com or Adobe Reader.



**Serena Bradford for David Withers
Director / Directeur**

Operational Excellence | Excellence Opérationnel



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026
Budget Summary / Budget Sommaire

Nursing Home / Foyer de soins :
 Location / Localité :

York Care Centre Inc.
 Fredericton, N.B.

# of Beds / # de Lits :		218
Resident Days / Jours-Résidents :	365	79,570
Housekeeping Square Footage / Pieds Carrés du Ménage:		180,623

	Amount / Montant	Per Diem / Taux quotidien	
FTEs and Wage Expenses / ETP et dépenses salariales	\$ 15,949,442	\$ 200.45	See Appendix A / Voir annexe A
Personnel Benefits / Bénéfices marginaux	\$ 3,444,016	\$ 43.28	See Appendix B / Voir annexe B
Other Expenses / Autres dépenses	\$ 3,695,844	\$ 46.45	See Appendix C / Voir annexe C
Capital (Non-trans.)	\$ 2,566,075	\$ 32.25	See Appendix D / Voir annexe D
Grand Total	\$ 25,655,377	\$ 322.43	
Monthly Rate / Taux mensuel	\$ 9,807.10		

Subject to the approval of the Legislative Assembly
 Sujet à l'approbation de l'Assemblée Législative



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

FTEs and Wage Expenses / ETP et dépenses salariales

Nursing Home / Foyer de soins :
 Location / Localité :

York Care Centre Inc.
 Fredericton, N.B.

of Beds / # de Lits : 218
 Resident Days / Jours-Résidents : 365 79,570
 Housekeeping Square Footage / Pieds Carrés du Ménage : 180,623

Departments / Services	Account # / # de compte	Rate / Taux	FTE / ETP	Replac. Factor / Facteur de Rempl.	Total Salary / Salaire total	Salary Adj. / Ajust. de salaire	Retention Prem. / Prime de main. en poste	On Call Pay / Prime de Disp.	Lunch Premium / Prime de dinner	Shift Premiums / Primes de relais	Grand Total / Grand total	Barg. Group / Gr.de négociation
Care / Soins												
Director of Nursing / Directeur(trice) des soins	(6100)	\$ 117,946	1.000	1.000	\$ 117,946	-					\$ 117,946	Mgmt / Cadre
RN Class B / II Class B	(6100)	\$ 91,670	23.024	1.709	\$ 2,110,610	4.00%	\$ 84,424	\$ 15,782	\$ -	\$ 88,608	\$ 2,299,424	Nurses / Infirm.
RN Class B / II Class B - RAI Coord / Coord. IÉR	(6100)	\$ 91,670	1.122	1.222	\$ 102,854	4.00%	\$ 4,114				\$ 106,968	Nurses / Infirm.
150 Licensed Practical Nurse / Infirmière Auxiliaire Autorisée	(6100)	\$ 69,150	32.424	1.709	\$ 2,242,120	1.29%	\$ 28,923	\$ 17,344	\$ -	\$ 250,763	\$ 2,539,150	CUPE / SCFP
300 Resident Attendant / Préposé(e) aux résidents	(6100)	\$ 53,922	104.030	1.709	\$ 5,609,506	1.29%	\$ 72,363				\$ 5,681,868	CUPE / SCFP
150 Licensed Practical Nurse (Rehab) / Infirmière Auxiliaire Autorisée (Réadapt)	(6100)	\$ 69,150	2.842	1.222	\$ 196,524	-	\$ -				\$ 196,524	CUPE / SCFP
1000 Nursing Unit Clerk / Commis aux services des soins infirmiers	(6100)	\$ 53,292	3.779	1.000	\$ 201,390	1.29%	\$ 2,598				\$ 203,988	CUPE / SCFP
Subtotal / Sous-total			168.221		\$ 10,580,950		\$ 192,422	\$ 33,126	\$ -	\$ -	\$ 339,371	\$ 11,145,869
Activation												
100 Activity Coordinator / Coordinateur(trice) des activités	(6300)	\$ 51,689	4.873	1.000	\$ 251,880	-	\$ 509			\$ 2,099	\$ 254,488	CUPE / SCFP
150 Licensed Practical Nurse / Infirmière Auxiliaire Autorisée	(6300)	\$ -	-	1.000	\$ -	-					\$ -	CUPE / SCFP
250 Rehabilitation Assistance / Préposé(e) à la réadaptation	(6300)	\$ -	-	1.000	\$ -	-					\$ -	CUPE / SCFP
Recreationist / Récréologue	(6300)	\$ 87,222	1.000	1.000	\$ 87,222	-					\$ 87,222	SHCP / PSSS
Subtotal / Sous-total			5.873		\$ 339,102		\$ -	\$ 509	\$ -	\$ -	\$ 2,099	\$ 341,710
Administration												
Administrator / Directeur(trice) général(e)	(6400)	\$ 127,858	1.000	1.000	\$ 127,858	-					\$ 127,858	Mgmt / Cadre
Chartered Professional Accountant / Comptable professionnel agréé	(6400)	\$ 97,678	2.000	1.000	\$ 195,356	-					\$ 195,356	Mgmt / Cadre
875 Office Clerk / Commis de bureau	(6400)	\$ 49,556	2.000	1.000	\$ 99,112	-	\$ 548				\$ 99,660	CUPE / SCFP
900 Administrative Clerk / Commis à l'administration	(6400)	\$ 56,270	3.000	1.000	\$ 168,810	-					\$ 168,810	CUPE / SCFP
Subtotal / Sous-total			8.000		\$ 591,136		\$ -	\$ 548	\$ -	\$ -	\$ -	\$ 591,684
Dietary / Alimentaire												
Food Service Manager / Chef du service alimentaire	(6500)	\$ 58,021	1.000	1.000	\$ 58,021	-					\$ 58,021	Mgmt / Cadre
600 Cook / Cuisinier	(6500)	\$ 57,558	4.292	1.709	\$ 247,039	1.29%	\$ 3,187	\$ 607		\$ 19,938	\$ 270,771	CUPE / SCFP
650 Lead Cook / Chef cuisinier(ière)	(6500)	\$ 61,261	1.034	1.709	\$ 63,344	1.29%	\$ 817				\$ 64,161	CUPE / SCFP
450 Dietary Attend / Préposé(e) aux services d'alimentation	(6500)	\$ 47,579	16.387	1.709	\$ 779,677	1.29%	\$ 10,058				\$ 789,735	CUPE / SCFP
720 Dietary Utility / Personne à tout faire aux services d'alimentation	(6500)	\$ 47,579	4.605	1.709	\$ 219,101	1.29%	\$ 2,826				\$ 221,928	CUPE / SCFP
Dietitian 1 / Diététiste 1	(6500)	\$ 90,833	1.500	1.000	\$ 136,250	-					\$ 136,250	SHCP / PSSS
Subtotal / Sous-total			28.818		\$ 1,503,432		\$ 16,888	\$ 607	\$ -	\$ -	\$ 19,938	\$ 1,540,865
Support and Laundry / Support et buanderie												
Support Services Manager / Chef du service d'environnement	(6600)	\$ 67,772	1.000	1.000	\$ 67,772	-					\$ 67,772	Mgmt / Cadre
277 Laundry Attend / Préposé(e) à buanderie	(6600)	\$ 47,579	10.817	1.709	\$ 514,662	1.12%	\$ 5,764	\$ 1,409		\$ 4,197	\$ 526,032	CUPE / SCFP
225 Seamstress / Couturier(ière)	(6600)	\$ -	-	1.709	\$ -	1.12%	\$ -				\$ -	CUPE / SCFP
Subtotal / Sous-total			11.817		\$ 582,434		\$ 5,764	\$ 1,409	\$ -	\$ -	\$ 4,197	\$ 593,804



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

FTEs and Wage Expenses / ETP et dépenses salariales

Nursing Home / Foyer de soins : York Care Centre Inc.
 Location / Localité : Fredericton, N.B.

of Beds / # de Lits : 218
 Resident Days / Jours-Résidents : 365 79,570
 Housekeeping Square Footage / Pieds Carrés du Ménage: 180,623

Departments / Services	Account # / # de compte	Rate / Taux	FTE / ETP	Replac. Factor / Facteur de Rempl.	Total Salary / Salaire total	Salary Adj. / Ajust. de salaire	Retention Prem. / Prime de main. en poste	On Call Pay / Prime de Disp.	Lunch Premium / Prime de dinner	Shift Premiums / Primes de relais	Grand Total / Grand total	Barg. Group / Gr.de négociation
Housekeeping / Ménage												
Housekeeper / Entretien ménager	(6700)	\$ -	-	1.000	\$ -	-					\$ -	Mgmt / Cadre
350 Environ Attend / Préposé(e) aux services d'entretien	(6700)	\$ 47,579	28.330	1.709	\$ 1,347,913	1.12%	\$ 15,097	\$ 940		\$ 4,197	\$ 1,368,147	CUPE / SCFP
1450 Environ Utility / Personne à tout faire aux services d'entretien	(6700)	\$ 47,579	1.758	1.709	\$ 83,644	1.12%	\$ 937				\$ 84,581	CUPE / SCFP
400 Environment Lead Attendant/Chef des services d'entretien ménager	(6700)	\$ -	-	1.709	\$ -	1.12%	\$ -				\$ -	CUPE / SCFP
Subtotal / Sous-total			30.088		\$ 1,431,557		\$ 16,033	\$ 940	\$ -	\$ -	\$ 4,197	\$ 1,452,727
Plant / Installation												
710 Maintenance Utility / Personne à tout faire aux services d'entretien	(6800)	\$ -	-	1.000	\$ -	1.12%	\$ -	\$ 3,151	\$ -	\$ 7,346	\$ 10,497	CUPE / SCFP
710 Maintenance Utility (night) / Personne à tout faire aux services d'entretien (nuit)	(6800)	\$ -	-	1.709	\$ -	1.12%	\$ -		\$ -	\$ -	\$ -	CUPE / SCFP
880 Maint Attend / Préposé(e) aux services d'entretien	(6800)	\$ 52,446	4.000	1.000	\$ 209,784	1.12%	\$ 2,350				\$ 212,134	CUPE / SCFP
850 Maint Supervisor / Surveillant(e) des services d'entretien	(6800)	\$ 59,485	1.000	1.000	\$ 59,485	1.12%	\$ 666				\$ 60,151	CUPE / SCFP
810 Power Engineer / Ingénieur(e) spécialisé(e) en force motrice	(6800)	\$ -	-	1.000	\$ -	1.12%	\$ -				\$ -	CUPE / SCFP
Subtotal / Sous-total			5.000		\$ 269,269		\$ 3,016	\$ 3,151	\$ -	\$ -	\$ 7,346	\$ 282,782
Grand Total			257.817		\$ 15,297,880		\$ 234,124	\$ 40,290	\$ -	\$ -	\$ 377,148	\$ 15,949,442

Per Diem / Taux quotidien \$ 200.45

Summary / Sommaire		
Barg. Group / Gr.de négociation	FTE / ETP	Total
Management / Cadre	6.000	\$566,953
Nurses / Infirmières	24.146	\$2,406,392
C.U.P.E. / S.C.F.P.	225.171	\$12,752,625
S.H.C.P. / P.S.S.S.	2.500	\$223,472
Total	257.817	\$15,949,442



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

Care Hours and FTEs / Heures soins et ETP

Nursing Home / Foyer de soins :
 Location / Localité :

York Care Centre Inc.
 Fredericton, N.B.

of Beds / # de Lits :

218

Resident Days / Jours-Résidents :

365

79,570

Housekeeping Square Footage / Pieds Carrés du Ménage:

180,623

	FTEs in budget / ETP au budget	Repl. Factor / Facteur de rempl.	FTEs w/o repl. / ETP sans rempl.	Hours per shift / Heures par quart	Hours of care per day / Heures soin par jour	Days / Jours	Hours of care per wk / Heures soin par sem.	# of beds / # de lits	Hours per bed per day / Heures par résident par jour	Ratio
Care/Soins (20/40/40) RN / II	23,024	1,709	13,472	7.5	101.04	7	707.28	218	0.46	15.00%
LPN / IAA	32,424	1,709	18,972	7.5	142.29	7	996.03	218	0.65	21.12%
RA / Préposé	98,048	1,709	57,372	7.5	430.29	7	3012.03	218	1.97	63.88%
Subtotal / sous-total	153,496		89,816		673.62		4,715.34		3.09	100.00%
Licensed Practical Nurse (Rehab) / Infirmière Auxiliaire Autorisée (Réadapt)	2,842	1,222	2,326	7.5	17.44	5	87.21	218	0.08	
Nursing Unit Clerk / Commis aux services des soins infirmiers	3,779	----	3,779	7.5	28.34	5	141.71	218	0.13	
Grand Total	160,117		95,921		719.41		4,944.27		3.30	
Additional Hours - added in 2022 2023										
Dixon Unit - RA	1,709	1,709	1,000	7.5	7.50	7	52.50	71	0.11	
Birch Grove - RA	1,709	1,709	1,000	7.5	7.50	7	52.50	25	0.30	
Tower 2 - RA	2,564	1,709	1,500	7.5	11.25	7	78.75	40	0.28	

Standard FTEs / ETP standard

218 beds x 3.09 hours per bed / 7.5 hours per shift x 1.709 repl factor =

218 lits x 3.09 heures par lit / 7.5 heures part quart x 1.709 fact.

repl.=

153.496



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

FTEs and Funded Hours / ETP et heures payées

Nursing Home / Foyer de soins :

Location / Localité :

York Care Centre Inc. Fredericton, N.B.
--

of Beds / # de Lits :

Resident Days / Jours-Résidents :

Housekeeping Square Footage / Pieds Carrés du Ménage:

218	365	180,623
79,570		

Departments / Services	Account # / # de compte	Budgeted FTEs / ETP au budget	Replac. Factor / Facteur de Rempl.	FTE w/o repl. / ETP sans repl.	Hours per shift / Heures par quart	Funded Hrs per day / Heures payées par jour	Days per week / Jours par semaine	Funded Hrs per week / Heures payées par semaine
Care / Soins								
Director of Nursing / Directeur(trice) des soins	(6100)	1.000	1.000	1.000	7.50	7.50	5	37.50
RN Class B / II Class B	(6100)	23.024	1.709	13.472	7.50	101.04	7	707.28
RN Class B / II Class B - RAI Coord / Coord. IÉR	(6100)	1.122	1.222	0.918	7.50	6.89	5	34.45
150 Licensed Practical Nurse / Infirmière Auxiliaire Autorisée	(6100)	32.424	1.709	18.972	7.50	142.29	7	996.03
300 Resident Attendant / Préposé(e) aux résidents	(6100)	104.030	1.709	60.872	7.50	456.54	7	3,195.78
150 Licensed Practical Nurse (Rehab) / Infirmière Auxiliaire Autorisée (Réadapt)	(6100)	2.842	1.222	2.326	7.50	17.45	5	87.25
1000 Nursing Unit Clerk / Commis aux services des soins infirmiers	(6100)	3.779	1.000	3.779	7.50	28.34	5	141.70
Subtotal / Sous-total		168.221		101.339		760.05		5199.99
Activation								
100 Activity Coordinator / Coordinateur(trice) des activités	(6300)	4.873	1.000	4.873	7.50	36.55	5	182.75
150 Licensed Practical Nurse / Infirmière Auxiliaire Autorisée	(6300)	-	1.000	-	7.50	0.00	5	0.00
250 Rehabilitation Assistance / Préposé(e) à la réadaptation	(6300)	-	1.000	-	7.50	0.00	5	0.00
Recreationist / Récréologue	(6300)	1.000	1.000	1.000	7.50	7.50	5	37.50
Subtotal / Sous-total		5.873		5.873		44.05		220.25
Administration								
Administrator / Directeur(trice) général(e)	(6400)	1.000	1.000	1.000	7.50	7.50	5	37.50
Chartered Professional Accountant / Comptable professionnel agréé	(6400)	2.000	1.000	2.000	7.50	15.00	5	75.00
875 Office Clerk / Commis de bureau	(6400)	2.000	1.000	2.000	7.50	15.00	5	75.00
900 Administrative Clerk / Commis à l'administration	(6400)	3.000	1.000	3.000	7.50	22.50	5	112.50
Subtotal / Sous-total		8.000		8.000		60.00		300.00
Dietary / Alimentaire								
Food Service Manager / Chef du service alimentaire	(6500)	1.000	1.000	1.000	7.50	7.50	5	37.50
600 Cook / Cuisinier	(6500)	4.292	1.709	2.511	7.50	18.83	7	131.81
650 Lead Cook / Chef cuisinier(ière)	(6500)	1.034	1.709	0.605	7.50	4.54	7	31.78
450 Dietary Attend / Préposé(e) aux services d'alimentation	(6500)	16.387	1.709	9.589	7.50	71.92	7	503.44
720 Dietary Utility / Personne à tout faire aux services d'alimentation	(6500)	4.605	1.709	2.695	7.50	20.21	7	141.47
Dietitian 1 / Diététiste 1	(6500)	1.500	1.000	1.500	7.50	11.25	5	56.25
Subtotal / Sous-total		28.818		17.900		134.25		902.25
Support and Laundry / Support et buanderie								
Support Services Manager / Chef du service d'environnement	(6600)	1.000	1.000	1.000	7.50	7.50	5	37.50
277 Laundry Attend / Préposé(e) à buanderie	(6600)	10.817	1.709	6.329	7.50	47.47	7	332.29
225 Seamstress / Couturier(ière)	(6600)	-	1.709	-	7.50	0.00	7	0.00
Subtotal / Sous-total		11.817		7.329		54.97		369.79



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

FTEs and Funded Hours / ETP et heures payées

Nursing Home / Foyer de soins :

Location / Localité :

York Care Centre Inc. Fredericton, N.B.

of Beds / # de Lits :

Resident Days / Jours-Résidents :

Housekeeping Square Footage / Pieds Carrés du Ménage:

218

79,570

180,623

Departments / Services	Account # / # de compte	Budgeted FTEs / ETP au budget	Replac. Factor / Facteur de Rempl.	FTE w/o repl. / ETP sans repl.	Hours per shift / Heures par quart	Funded Hrs per day / Heures payées par jour	Days per week / Jours par semaine	Funded Hrs per week / Heures payées par semaine
Housekeeping / Ménage								
Housekeeper / Entretien ménager	(6700)	-	1.000	-	7.50	0.00	5	0.00
350 Environ Attend / Préposé(e) aux services d'entretien	(6700)	28.330	1.709	16.577	7.50	124.33	7	870.31
1450 Environ Utility / Personne à tout faire aux services d'entretien	(6700)	1.758	1.709	1.029	7.50	7.72	7	54.04
400 Environment Lead Attendant/Chef des services d'entretien ménager	(6700)	-	1.709	-	7.50	0.00	7	0.00
Subtotal / Sous-total		30.088		17.606		132.05		924.35
Plant / Installation								
710 Maintenance Utility / Personne à tout faire aux services d'entretien	(6800)	-	1.000	-	7.50	0.00	5	0.00
710 Maintenance Utility (night) / Personne à tout faire aux services d'entretien (nuit)	(6800)	-	1.709	-	7.50	0.00	7	0.00
880 Maint Attend / Préposé(e) aux services d'entretien	(6800)	4.000	1.000	4.000	7.50	30.00	5	150.00
850 Maint Supervisor / Surveillant(e) des services d'entretien	(6800)	1.000	1.000	1.000	7.50	7.50	5	37.50
810 Power Engineer / Ingénieur(e) spécialisé(e) en force motrice	(6800)	-	1.000	-	7.50	0.00	5	0.00
Subtotal / Sous-total		5.000		5.000		37.50		187.50
Grand Total		257.817		163.047		1222.87		8104.13

Summary / Sommaire	
Barg. Group / Gr.de négociation	FTE / ETP
Management / Cadre	6.000
Nurses / Infirmières	24.146
C.U.P.E. / S.C.F.P.	225.171
S.H.C.P. / P.S.S.S.	2.500
Total	257.817



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

Personnel Benefits / Bénéfices marginaux

Nursing Home / Foyer de soins :
 Location / Localité :

York Care Centre Inc.
 Fredericton, N.B.

of Beds / # de Lits :

218

Resident Days / Jours-Résidents :

365

79,570

Housekeeping Square Footage / Pieds Carrés du Ménage:

180,623

Departments / Services	Account # / # de compte	Approved / Approuvé 2024 / 2025	Incr. (Decr.) / Augmen. (Reduct.)	Approved / Approuvé 2025 / 2026	Calculations based on / Calculs basés sur:
Personnel Benefits / Bénéfices marginaux:					
Pension Plan Mgmt. / Plan de Pension Cadre	(6952)	\$ 71,046	34.07%	\$ 95,250	Latest YES results / Derniers résultats du RFI
Pension Plan Nurses / Plan de Pension Infirmières	(6954)	\$ 242,342	-1.57%	\$ 238,537	Latest YES results / Derniers résultats du RFI
Pension Plan CUPE / Plan de Pension SCFP	(6953)	\$ 704,421	21.36%	\$ 854,871	Latest YES results / Derniers résultats du RFI
Pension Plan SHCP / Plan de Pension PSSS	(6955)	\$ 5,102	12.19%	\$ 5,724	Latest YES results / Derniers résultats du RFI
Employment Insurance / Assurance emploi	(6900)	\$ 14,981,775	2.171%	\$ 325,254	Actual rate / Taux actuel
Canada Pension Plan / Régime de pension canadienne	(6900)	\$ 15,118,247	5.95%	\$ 899,536	Actual rate / Taux actuel
CPP Enhancement / Bonification du RPC	(6900)	\$ 857,536	4.00%	\$ 34,301	Actual rate / Taux actuel
Work Safe NB / Travaille Sécuritaire NB	(6900)	\$ 15,949,442	3.87%	\$ 617,243	Actual rate up to / taux actuel jusqu'a 4.45% 3.87%
All Other (Health and Dental etc.) / Autres (Santé/soins dentaires etc.)	(6957)	\$ 317,465	2.00%	\$ 323,814	No standard / Aucun standard
Professional Fees (LPN) / Honoraires professionnels (IAA)	(6142)	\$ 3,527	0.00%	\$ 3,527	\$100 per LPN FTE / 100\$ par nombre d'ETP IAA
Uniform All./Prof. Fees (RN) / All. uniforme/Honoraires prof. (II)	(6142)	\$ 6,037	0.00%	\$ 6,037	\$250 per RN FTE / 250\$ par nombre d'ETP II
Uniform Allowance CUPE / Allocation uniforme SCFP	(6956)	\$ 39,671	0.00%	\$ 39,671	# of CUPE FTE's / Nombre d'ETP SCFP
Professional Fees SHCP / Honoraires professionnels PSSS	(6342/6599)	\$ -	0.00%	\$ 250	\$100/FTE if FTE greater than 0.5 / 100\$/ETP si l'ETP est supérieur à 0,5
Grand Total				\$ 3,444,016	

Per Diem / Taux quotidien \$ 43.28



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

Other Expenses / Autres Dépenses

Nursing Home / Foyer de soins :

Location / Localité :

York Care Centre Inc.
Fredericton, N.B.

of Beds / # de Lits :

218

Resident Days / Jours-Résidents :

365

79,570

Housekeeping Square Footage / Pieds Carrés du Ménage:

180,623

Departments / Services	Account # / # de compte	Approved / Approuvé 2024 / 2025	Incr. (Decr.) / Augmen. (Reduct.)	Approved / Approuvé 2025 / 2026	Calculations based on / Calculs basés sur:
Care Service / Soins Infirmier	(6110-6199)	\$ 106,718	2.00%	\$ 108,852	# of beds / # de lits
Medical Advisor Fee / Tarif pour Conseil medical	(6142)	\$ 12,438	2.00%	\$ 12,687	Bed size / Taille du foyer
Incontinent Supplies / Produits d'incontinence	(6110-6199)	\$ -	0.00%	\$ -	# of beds / # de lits
Safe Resident Handling / Manutention sécuritaire des résidents	(6110-6199)	\$ -	0.00%	\$ 65,400	# of beds / # de lits
Pastoral / Service Religieux	(6210-6299)	\$ 4,102	2.00%	\$ 4,184	Flat rate / Taux fixe
Activation / Activation	(6310-6399)	\$ 11,750	2.00%	\$ 11,985	# of beds / # de lits
Administration / Administration	(6410-6499)	\$ 145,787	2.00%	\$ 148,703	Bed size / Taille du foyer
Dietary Services / Alimentaire	(6528-6599)	\$ 929,051	2.00%	\$ 947,631	# of beds / # de lits
Laundry and Linen / Buanderie	(6610-6699)	\$ 113,186	2.00%	\$ 115,450	# of beds / # de lits
Laundry Purch. Services / Achat des serv. buanderie	(6610-6699)	\$ -	0.00%	\$ -	# of beds / # de lits
Housekeeping / Ménage	(6710-6799)	\$ 83,479	1.91%	\$ 85,073	Sq. foot / Pieds carrée
Plant - Operation / Installations	(6810-6843)	\$ 312,999	2.00%	\$ 319,259	Sq. foot / Pieds carrée
Fuel / Chauffage	(6834)	\$ 441,887	2.00%	\$ 450,725	No standard / Aucun standard
Electricity / Électricité	(6835)	\$ 566,189	9.70%	\$ 621,109	No standard / Aucun standard
Insurance / Assurance	(6837)	\$ 76,476	-0.93%	\$ 75,767	Actual / Actuel
Maint. & Repairs / Entretien & Rép.	(6838-6839)	\$ 64,495	2.00%	\$ 65,786	# of beds / # de lits
Property Tax / Impôts Fonciers	(6841)	\$ 559,418	1.22%	\$ 566,238	Actual / Actuel
Minor Equip. / Equip. Mineur	(6895)	\$ 13,342	1.99%	\$ 13,608	# of beds / # de lits
Education	(7000-7090)	\$ 41,305	2.00%	\$ 42,130	\$163.41 per FTE / par ETP
Education - CPR / RCR	(7000-7090)	\$ 40,449	2.00%	\$ 41,258	\$160.03 per FTE / par ETP
Grand Total		\$ 3,523,070		\$ 3,695,844	

Per Diem / Taux quotidien \$ 46.45



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

Capital Mortgages and Loans / Prêts et hypothèques capital

Nursing Home / Foyer de soins :

Location / Localité :

York Care Centre Inc.

Fredericton, N.B.

of Beds / # de Lits :

Resident Days / Jours-Résidents :

Housekeeping Square Footage / Pieds Carrés du Ménage:

218

79,570

180,623

Mortgages, Loans, Reserves and Recoveries / Hypothèques, prêts, réserves et recouvrements	Account # / # de compte		Reason / Raison	Annual Amount / Montant annuel	Total
Mortgage / Hypothèque	(7170-7171)	CMHC / SCHL		\$ -	
Mortgage / Hypothèque	(7173-7174)	Other / Autre	Major Refurb 05/07 (\$10M)	\$ 718,292	
Mortgage / Hypothèque	(7173-7174)	Other / Autre	Major Refurb 05/07 (\$2.6M)	\$ 195,416	
Total Mortgages / Hypothèques total	(7170-7174)				\$ 913,708
Total Reserves / Réserves total	(7172)	CMHC / SCHL		\$ -	
Total CRRP Loans / Total des prêts "Plan de mise à nouveau"	(7175-7176)			\$ -	
Approved bank loan / prêt bancaire approuvé	(7175-7176)	Other / Autre	Major Refurb Allen Bldg (\$6.1M)	\$ 422,587	
Approved bank loan / prêt bancaire approuvé	(7175-7176)	Other / Autre	Major Refurb 05/07 (\$17.2M)	\$ 1,229,780	
Total other loans / Total des autres prêts	(7175-7176)				\$ 1,652,367
Recoveries / Recouvrements	(5950)	CMHC / SCHL		\$ -	
Grand Total / Grand total					\$ 2,566,075

Per Diem / Taux quotidien	\$ 32.25
---------------------------	----------

**DEPARTMENT OF SOCIAL DEVELOPMENT
CERTIFICATION OF BUDGET ALLOCATION
FOR 2025-2026 FISCAL YEAR**

CERTIFICATION

WE HEREBY CERTIFY THAT THE ENCLOSED BUDGET DOCUMENTS FOR THE CURRENT FISCAL YEAR 2025-2026 HAVE BEEN REVIEWED BY THE BOARD OF DIRECTORS AND THESE FUNDS HAVE BEEN ACCEPTED.

DATE: _____

CHAIRMAN,
BOARD OF DIRECTORS

ADMINISTRATOR

NURSING HOME: _____

LOCATION: _____

PLEASE NOTE THAT UNTIL THIS FORM IS RECEIVED BY THE DEPARTMENT, NO BUDGET AMENDMENTS CAN BE PROCESSED.

PLEASE UPLOAD TO WORKSPACES AT:

2025-26 > FINANCES > BUDGET

**MINISTÈRE DU DÉVELOPPEMENT SOCIAL
APPROBATION DES CRÉDITS BUDGÉTAIRES
POUR L'EXERCICE FINANCIER 2025-2026**

ATTESTATION

PAR LA PRÉSENTE, NOUS ATTESTONS QUE LE BUDGET CI-JOINT POUR L'ANNÉE FINANCIÈRE 2025-2026 A ÉTÉ RÉVISÉ PAR LE CONSEIL D'ADMINISTRATION ET QUE LES FONDS ONT ÉTÉ ACCEPTÉS.

DATE: _____

PRÉSIDENT(E),
CONSEIL D'ADMINISTRATION

DIRECTEUR(TRICE) GÉNÉRAL(E)

FOYER DE SOINS: _____

LOCATION: _____

**VEUILLEZ NOTER QUE JUSQU'À CE QUE CE FORMULAIRE SOIT REÇU PAR LE
MINISTÈRE, AUCUNE MODIFICATION BUDGÉTAIRE NE PEUT ÊTRE PAYÉE.**

VEUILLEZ TÉLÉCHARGER À WORKSPACES AU :

2025-26 > FINANCES > BUDGET



**Minutes of Meeting
Finance & Administration Committee
on April 28, 2025 at 5:30pm**

Present: Pierre LeBlanc (Chair), Lyne St-Pierre-Ellis, Wayne Snowdon, Marjorie Belzile, Dana Burse(virtual), Geri Geldart (ex-officio)
Regrets: Doug Holt, Deborah Wybou
Staff: Heather Harris-Jones, Shelley Kenny, Michel Boyer

1. Call to order and introductions

Pierre LeBlanc, Chair called the meeting to order at 5:31 pm.

2. Approval of the Agenda

The agenda was approved with the addition of 7.3 CUPE Collective Agreement & 7.4 NBNU Retention Bonus.

Motion:

It was moved by Lyne St-Pierre-Ellis, and seconded by Wayne Snowdon that the agenda be approved as amended. 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 – March 24, 2025

The minutes were approved with amendments.

- 5.1.1 add to No standard inflation rate was applied “based on last years actuals inflation rates were applied on a cost centre individual basis.
- 5.1.2 point 2 – Social Development changed to NB Housing.
- 5.1.2 point 3 – remove offset by consolidation of YCC Recoveries within the admin charges to “has been added to the staff compliment”.

Motion:

It was moved by Marjorie Belzile, and seconded Lyne St-Pierre-Ellis that the minutes of March 24, 2025 be approved as amended. All in favour.

Motion carried

5. Business arising from the Minutes

None to report

6. Standing Reports

6.1 Unaudited Financial Statements Q4 January 1 – March 31, 2025

Heather Harris-Jones presented the preliminary unaudited financial statements for Q4 January 1 – March 31, 2025. These figures may change as year end transaction processing will continue until April 30th.

6.1.1 York Care Centre Inc.

- Total estimated revenue is \$25,533,186 versus expenditures of \$23,606,593 for a net surplus of \$1,926,592. This resulted in a \$651,575 positive variance to budget. The account receivables file was discovered to have only processed half of resident payments, which has been corrected since the financial package was distributed. Higher revenue due to higher admin revenue (WSNB rebate \$526K). The Worksafe NB rebate is restricted internally by the Board with a tentative spend plan. The committee discussed treating this rebate as deferred income for the 2024/25 year.

Motion:

It was moved by Wayne Snowdon and seconded by Lyne St-Pierre-Ellis that the Finance & Administration committee recommend to the Board of Directors that the Worksafe NB rebate of \$526,000 be treated as deferred income for the 2024 – 2025 year. All in favour.

-Motion carried

6.1.2 York Developments Inc.

- Ms. Harris-Jones explained that the consolidated net earnings for supportive housing, independent apartments and adult day program (ADP) is \$103,995, which is a better than budget by \$52,586.

6.1.3 CIRA

- Total revenue \$456,195 versus \$456,102 expenses for a surplus of \$93 and a positive variance to budget of \$6,004.
- There are 2 outstanding funding applications awaiting replies.

6.1.4 York County Properties Inc.

- Total revenue is \$20,291 versus expenses of \$20,291. This represents bank interest. Ms. Harris Jones is reviewing the investments to determine future strategy.

Motion:

It was moved by Marjorie Belzile and seconded by Dana Bursey that the unaudited financial statements for Q4 January 1, 2025 – March 31, 2025 be approved a presented. All in favour.

- Motion Carried

6.2 Finance & Administration Q4 Report

The Quarter 4 report from staff was included in the meeting package. In addition, the staff provided verbal updates reflecting status up to March 31, 2025.

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

- There were 25 interviews scheduled (18 care services and 7 support services) during Q4 and

on-boarded 8 new staff members. Seven joined the care services team and one is part of support services. In Q4, 11 employees resigned, and 2 employees were terminated.

- The NB Government one-time LPN retention payment was processed and distributed to 28 of our Licensed Practical Nurses in January, funded by a \$261K budget amendment.
- Quarter 4 training sessions were offered to affected staff: GPA, N-95 fit testing, BLS and 16 sessions of All the Right Moves.
- We hosted 29 students from NBCC practical nurse program for a one-day medication pass observation, 31 students for a one-day session of job shadowing. 15 first year UNB nursing students participated in their clinical. We have 4 co-op students, 2 from Leo Hayes and 2 from Saint Thomas university. Lastly, NBCC has 2 students conducting a three-week placement for the Social Services community worker program.
- IEN recruitment welcomed four candidates from the 2024 mission during this quarter. We are hopeful that another 2 will arrive next week.
- All operational goals for this fiscal year were met. Staff rotation review for the Support Services department survey indicated that it is not feasible to create new schedules at this time but to focus on attendance management.

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

- There were 33 refurbished rooms in YCC and 9 refurbished units in YDI.
- Internal phone system is now up to date to the latest version complete with security updates and a 3-year service contract.
- A new blast chiller was purchased to help with production of resident meals, allowing staff to chill cooked foods faster.
- Resident AC project is in the engineering stage. It is expected to be completed in 2 phases, first being towers and Birch followed by Dixon.
- Nurse call replacement project is expected to be completed by the end of May.
- Windows 10 will no longer be supported after October 14, 2025. Of the facilities 136 devices, 31 will need to be replaced to be able to have the hardware required.

Financial Services – H. Harris-Jones provided further update.

- In the process of completing the year end financials, trying to ensure accounts are clean, everything is accounted for, in the correct year, and preparing all the files for each organization for the financial audit that begins May 5th.

7. New Business

7.1 YDI Inc – Recommendations re Rental Rates and Other Conditions

Heather Harris Jones reviewed the briefing note on recommended policy changes for the independent apartments. These recommendations include:

- Rent increases – 3% approved effective October 1, 2025. Letters will be sent to tenants in May.
- Rent subsidy – To no long offer a rent subsidy program to any tenant who is not presently receiving a rent subsidy for YDI Inc. Tenants will be directed to the direct to benefit (DTT) subsidy program, which is a shared funding initiative between the Government of Canada (CMHC) and the Province of NB.
- Security deposit – All new tenants should be required to provide a security deposit equal to

one-month's rent.

- Tenant Insurance – Tenant content/liability insurance should be required for all tenants.

It was moved by Lyne St-Pierre-Ellis and seconded by Marjorie Belzile that the Finance & Administration committee recommend to the Board of Directors that the gross annual income limit for tenancy applicants be increased to match the NB housing criteria (currently \$42,500) and that adjustments be made when necessary to maintain match to NB Housing. All in favour.
– Motion Carried

It was moved by Lyne St-Pierre-Ellis and seconded by Marjorie Belzile that the Finance & Administration committee recommend to the Board of Directors that YDI no longer offer a rent subsidy program to any tenant who is not presently receiving a rent subsidy from YDI Inc. Tenants will be informed of the Direct to Tenant Subsidy Program. All in favour.
– Motion carried

It was moved by Lyne St-Pierre-Ellis and seconded by Marjorie Belzile that the Finance & Administration committee recommend to the Board of Directors that YDI continue to offer the rent subsidy program for the 25/26 year to all tenants who currently receive the subsidy. However, tenants will be advised that YDI will be phasing out the subsidy program in future years. All tenants currently receiving the YDI subsidy will be encouraged to apply for the Direct to Tenant Subsidy Program. This policy will be reviewed annually until such time as no tenants are receiving a subsidy from YDI. All in favour.
– Motion Carried

It was moved by Lyne St-Pierre-Ellis and seconded by Marjorie Belzile that the Finance & Administration committee recommend to the Board of Directors that all new tenants be required to provide a security deposit equal to one-month's rent. All in favour.
– Motion Carried

It was moved by Lyne St-Pierre-Ellis and seconded by Marjorie Belzile that the Finance & Administration committee recommend to the Board of Directors that all tenants be required to show proof of tenant insurance on an annual basis. All in favour.
– Motion Carried

7.2 Resident in Arrears

Geri Geldart shared information on a resident currently in arrears in excess of \$15K. Both POA's have renounced as representatives. Resident is shopping online to the point that the room is now a health & safety concern. We will no longer be delivering any further packages until the resident agrees to declutter room. We are removing all supplementary services including cable. The liaison officer has been made aware of the situation along with NBANH legal support.

7.3 CUPE Collective Agreement

Geri Geldart reported that a summary of changes to the collective agreement has been received, and has been noted to include an element that could result in a significant cost increase to YCC. Employees will be able to use 4 "Wellness Days" from their sick bank annually.

The use of these days cannot be included in attendance management discussions. Days can be used without notice or advanced approval. These days cannot be rolled over to the next year. Estimated cost is \$110K/year for employee wages. We are not aware if this cost will be covered by SD at this time.

Michel Boyer and Shelley Kenny were excused from the meeting.

7.4 NBNU Retention Bonus

Geri Geldart reported that the \$10K retention bonus has been approved for the Directors of Nursing in nursing homes. It was recommended that if SD is only to cover one position, that YCC extend this to both the VP, Care Services & Quality and the Director of Aging Care.

It was moved by Lyne St-Pierre-Ellis and seconded by Dana Bursey that the Finance & Administration committee recommend to the Board of Directors that the \$10,000 one time retention bonus be granted to the VP, Care Services & Quality and the Director of Aging Care. All in favour.

– Motion Carried

Date of Next Meeting – Tuesday, September 16, 2025.

On a motion by Wayne Snowdon, the meeting was adjourned at 7:27pm.

Pierre LaBlanc, Chair

Jennifer Vos, Recorder

York Care Centre - Summary Financial Position - Report to the Board

June 2025

	YCC		YDI		CIRA		COMBINED
Cash and Receivables							
Unrestricted Cash	\$ 6,275,909	\$	685,984	\$	81,924	\$	7,043,817
Total Receivables	\$ 237,288	\$	36,084	\$	3,229	\$	276,601
Total Liabilities							
Trade	\$ 1,126,556	\$	148,876	\$	40,686	\$	1,316,118
Accrued Salary/Payroll Costs	\$ 819,992					\$	819,992
Accrued Vacation / Stats	\$ 1,330,836					\$	1,330,836
Pension Payable to Social Development	\$ 329,383					\$	329,383

Summary Observations - Results from Operations

YCC finished worse than budget resulting in a negative variance of \$412.2K. The main drivers of this negative variance are higher payroll \$374.9K due to the new CUPE Contract and the Tower 2 project \$39.2K, totalling \$414.1K. Once the DSD 2025-26 funding is factored into the YCC budget and revenue for the Tower 2 Project is recorded, YCC would be on budget.

YDI finished better than budget with a positive variance of \$25.3K. **Independent Living** did better than budget \$13.5K mainly due to lower maintenance spend and wages. **Supportive Housing** did better than budget by \$ 4.6K due to higher revenue for care hours and interest, plus lower maintenance, that was offset by higher payroll and food costs. The **Adult Day Program** finished better than budget with a positive variance of \$7.2K due to higher revenue, lower payroll, program and admin costs. **NHWW** reflects no net income as revenue is matched to expenses.

CIRA finished with a loss of \$8.3K slightly higher than budget by \$0.4K mainly due to higher insurance costs. A credit on insurance is expected.

Capital Expenditure YTD Update: The commercial washer & dryer - ordered, Blast Chiller - purchased (end of 2024-25), Tractor - purchased, Video Surveillance - obtaining quotes, Auto Scrubber - on hold. The installation of the Nurse Call System - complete.

YDI Building Update: Full funding will be received from NB Housing for roof replacement at 91 Sunset Drive. There is an insurance claim being processing for 120 Sunset.

Key Performance Indicators

York Care Center			Independent Apartments	
Revenue per resident day	\$310		Revenue per Unit per month	\$667
Expenditures / resident day	\$313		Expenditures per Unit per month	\$575
Number of beds	218		Number of Units	72
Vacant bed days - YTD	19		Supportive Housing	
Staffing	<i>Perm Positions</i>	<i>Vacant</i>	Revenue per Unit per month	\$2,525
Admin/HR	12	0	<i>Rent revenue/unit/month</i>	\$989
Care	164	14	<i>Care revenue/unit/month</i>	\$689
Support	55	9	<i>Service fee revenue/unit/month</i>	\$628
Expenditure Distribution			Expenditures per Unit per month	\$2,499
<i>YTD Expenditures</i>	<i>Actual</i>	<i>Percent</i>	Number of Units	31
Salary and Benefits	\$ 4,717,062	76.1%	Adult Day Program	
Supplies & Other Expenses	\$ 1,027,923	16.6%	Revenue per client day	\$74
Depreciation & Mortgage	\$ 452,231	7.3%	Expenditures per client day	\$62

YORK CARE CENTRE INC
Statement of Financial Position
6/30/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	6,275,909	2,789,753 1*	3,486,156
CASH - RESTRICTED FUNDS	70,760	73,642	(2,882)
ACCOUNTS RECEIVABLE			
- RESIDENTS	58,748	109,737	(50,989)
- DEPT of SOCIAL DEVELOPMENT	35,298	466,871 2*	(431,573)
- HST	38,820	157,858 3*	(119,038)
- OTHER	104,422	47,109	57,313
INVENTORIES	83,319	83,319	-
PREPAID EXPENSES	489,880	5,436 4*	484,444
LONG TERM RECEIVABLE	-	-	-
TOTAL CURRENT ASSETS	<u>7,157,155</u>	<u>3,733,725</u>	<u>3,423,430</u>
CASH RESTRICTED FOR FUTURE CAPITAL LAND, BUILDING AND FURNITURE (Net)	-	-	-
	25,334,092	25,668,342	(334,250)
TOTAL FIXED ASSETS	<u>25,334,092</u>	<u>25,668,342</u>	<u>(334,250)</u>
TOTAL ASSETS	<u><u>32,491,247</u></u>	<u><u>29,402,067</u></u>	<u><u>3,089,180</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,606,767	3,808,947 5*	(202,180)
DEFERRED REVENUE	4,659,044	637,949 6*	4,021,095
TOTAL CURRENT	<u>8,265,811</u>	<u>4,446,896</u>	<u>3,818,915</u>
LONG TERM			
LONG TERM DEBT	9,427,727	10,008,020	(580,293)
DEFERRED CONTRIBUTIONS	2,239,385	2,332,141 7*	(92,756)
TOTAL LIABILITIES	<u>11,667,112</u>	<u>12,340,161</u>	<u>(673,049)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	67,329	66,878	452
UNRESTRICTED	12,548,132	11,149,072	1,399,060
NET INCOME (LOSS) FOR PERIOD	(57,138)	1,399,060	(1,456,198)
TOTAL FUNDS	<u>12,558,324</u>	<u>12,615,010</u>	<u>(56,686)</u>
TOTAL LIABILITIES & FUNDS	<u><u>32,491,247</u></u>	<u><u>29,402,067</u></u>	<u><u>3,089,180</u></u>

Notes:

1. Increase mainly due to receipt of DSD funds for the CUPE Retro \$3.6M.
2. Decrease due the receipt of funds for the Nurse Call System \$346K & BA's \$76K that were outstanding at year end.
3. Decrease mainly due to receipt of higher HST due to Nurse Call System.
4. Increase due to the addition of annual property tax and insurance in April.
5. Decrease due to lower Salary/Payroll Payable \$194.5K, Trade Payables \$136.1K offset by higher Stat/Vac Payable \$128.4K.
6. Increase due to the receipt of the CUPE funds \$3.6M recorded as liability until paid out.
7. Decrease due to monthly amortization of Deferred contributions.

YORK CARE CENTRE INC
Statement of Operations - Year to Date
3 MONTHS ENDING 6/30/2025

	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual
REVENUE AND RECOVERIES			
Operating Revenue	5,752,709	5,802,401	-49,693
Non-recurring Budget Amendments	33,653	33,653	0
Administration	145,926	139,525	6,400
Care Services	24,851	12,744	12,108
Operations	90,184	87,346	2,838
Deferred Contributions	92,756	62,788	29,969
TOTAL REVENUE AND RECOVERIES	<u>6,140,078</u>	<u>6,138,456</u> *1.	<u>1,622</u>
OPERATING EXPENSES			
Administration	1,197,652	1,117,861	*2. -79,791
Care Services	2,849,167	2,649,739	*3. -199,427
Operations	1,698,166	1,593,586	*4. -104,580
Mortgage Interest & Depreciation	452,231	422,197	*5. -30,034
TOTAL EXPENSES	<u>6,197,216</u>	<u>5,783,383</u>	<u>-413,832</u>
NET SURPLUS (DEFICIT)	<u>-57,138</u>	<u>355,073</u>	<u>-412,211</u>
Decrease in Operating Fund	<u>-57,138</u>	<u>355,073</u>	<u>-412,211</u>

Notes (Actual to Budget):

- 1 Higher revenue due to higher Deferred Contribution \$30.0K (Nurse Call System), Care \$12.1K (Union Recoveries) , Admin \$6.4K (mainly interest), Dietary/Cafe Rev. \$1.6K, Ops - Other \$1.2K offset by lower Operating Rev DSD \$49.7K.
- 2 Higher due to higher Salary/Payroll Costs \$95.2K, Prof. Fees \$0.7K, offset by lower Education \$9.8K, Recruitment \$1.3K, Get Inspired/Adver./Com \$5.2K.
- 3 Higher due to higher Payroll Costs \$195.6K (Mainly CUPE Contract), Supplies \$3.7K.
- 4 Higher due to higher Salary Costs \$88.1K, Tower 2 Project \$39.2K, Utilities \$2.3K, Computer Hardware/Software \$11.8K offset by lower Repair & Maintenance \$22.0K, Supplies \$13.0K, Vehicle \$2.0K.
- 5 Higher Depreciation due to addition of capital purchases (mainly Nurse Call System) \$30.0K.

YORK DEVELOPMENT INC
Statement of Financial Position - CONSOLIDATED
6/30/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	685,984	664,791	21,193
ACCOUNTS RECEIVABLE	34,340	38,574	-4,234
HST RECEIVABLE	1,744	2,126	-382
PREPAID EXPENSES	81,222	0 ^{1*}	81,222
TOTAL CURRENT ASSETS	<u>803,290</u>	<u>705,490</u>	<u>97,799</u>
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	316,625	308,092	8,533
DEFERRED VACANCY SUBSIDY	48,721	48,326	395
TOTAL RESTRICTED CASH & DEPOSITS	<u>365,345</u>	<u>356,417</u>	<u>8,928</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	968,032	968,032	0
ACCUMULATED DEPRECIATION	-4,545,726	-4,507,764	-37,962
TOTAL FIXED ASSETS	<u>1,826,101</u>	<u>1,864,063</u>	<u>-37,962</u>
TOTAL ASSETS	<u><u>2,994,736</u></u>	<u><u>2,925,970</u></u>	<u><u>68,766</u></u>
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	148,876	175,091 ^{2*}	-26,215
DEFERRED REVENUE	224,953	128,042 ^{3*}	96,911
TOTAL CURRENT LIABILITIES	<u>373,830</u>	<u>303,134</u>	<u>70,696</u>
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,439,429	1,474,133	-34,704
TOTAL LONG TERM LIABILITIES	<u>1,439,429</u>	<u>1,474,133</u>	<u>-34,704</u>
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	751	1,001	-250
TOTAL DEFERRED	<u>751</u>	<u>1,001</u>	<u>-250</u>
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	319,625	308,092	11,533
VACANCY SUBSIDY RESERVE	48,721	48,326	395
EARNED SURPLUS	782,285	692,362	89,923
NET INCOME (LOSS) FOR PERIOD	30,096	98,922	-68,826
TOTAL EQUITY	<u>1,180,726</u>	<u>1,147,702</u>	<u>33,025</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,994,737</u></u>	<u><u>2,925,970</u></u>	<u><u>68,766</u></u>

Notes:

- Increase due to the addition of Property Taxes and Insurance in April.
- Decrease due to reduced overall Trade Payables \$33.3K offset by increased accrued Wages \$6.9K.
- Increase due to the receipt of the first half of funding for NHWW \$159 (recognized monthly to match expenditures).

YORK DEVELOPMENT INC
Statement of Operations - CONSOLIDATED
1 MONTH ENDING 06/30/2025

	Actuals YTD June 30	Budget YTD June 30	Variance
Independent Housing			
Total Revenue	144,068	146,026	-1,958
Operating Expenses			
Wages & Benefits	16,095	20,673	4,578
Maintenance	50,662	60,685	10,022
Administration	52,636	53,496	860
Depreciation	4,808	4,808	0
Total Operating	124,202	139,662	15,460
Net Earnings	19,866	6,364	*1 13,502
Supportive Housing			
Total Revenue	234,851	229,720	5,132
Operating Expenses			
Wages & Benefits	107,908	100,289	-7,619
Tenant Support Costs	18,916	20,384	1,468
Maintenance	36,696	42,752	6,056
Administration	35,729	35,326	-403
Depreciation	33,153	33,153	0
Total Operating	232,402	231,903	-499
Net Earnings	2,449	-2,184	*2 4,633
ADP			
Total Revenue	47,368	44,017	3,352
Operating Expenses			
Wages & Benefits	31,212	32,450	1,238
Program Support Costs	5,548	6,763	1,215
Administration	2,829	4,209	1,380
Depreciation	0	0	0
Total Operating	39,589	43,422	3,833
Net Earnings	7,779	595	*3 7,184
NHWW			
Total Revenue	52,549	79,573	-27,024
Operating Expenses			
Wages & Benefits	43,330	57,369	14,039
Program Support Costs	4,749	14,179	9,430
Administration	4,469	8,025	3,556
Depreciation	0	0	0
Total Operating	52,549	79,573	27,024
Net Earnings	0	0	*4 0
TOTAL NET EARNINGS	30,095	4,776	25,319

Notes: (Actuals to Budget)

1. Higher than budget Net Earnings \$13.5K due to lower expenses mainly in Wages & Maint. Cost Centers \$15.8K, offset by lower revenue \$2.0K. Lower Wages \$4.6K (delayed Hire), R&M \$3.7K , Grounds Maint. \$2.0K, Equip/Supplies \$0.6K, Ins \$0.5K, Admin \$0.9K (Audit) and Utility \$3.2K. Revenue was lower mainly due to no Student Income \$1.6K.
2. Higher than budget Net Earnings \$4.6K due to higher revenue \$5.1K offset by slightly higher expenses \$0.5K. Higher Revenue for Care Hr Rev. \$11.4K, interest \$1.7K, was offset by lower Revenue for Rents \$2.5K, Tenant Sevices \$5.5K. Expenses were higher for payroll \$7.6K, R&M \$2.9K, Admin \$0.4K (Audit) offset by lower food costs \$1.5K, Utility \$6.4K, Equip/Supplies \$1.7K, Gounds Maint \$0.8K.
3. Higher than budget Net Earnings \$7.2K due to higher revenue \$3.4K and lower expenses \$3.8K. Revenue was higher for DSD Funding \$1.1K, and Client Pay Funding \$2.0K. Expenses were lower mainly due to Equip/Supplies \$1.6K, Wages \$1.2K, Admin Adv/Supplies \$1.0K, Building \$0.5K offset by higher Food \$0.5K.
4. Lower than budget revenue by \$27.0K (actual) \$52.5K and expenses were lower than budget for Wages \$14.0K, Program Costs \$9.4K and Admin \$3.6K.

Centre for Innovation and Research
Statement of Financial Position
6/30/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	81,923	173,458 1*	(91,536)
ACCOUNTS RECEIVABLE	244	513	(269)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	-	-	-
HST RECEIVABLE	2,984	7,954	(4,970)
PREPAID EXPENSES	-	-	-
LONG TERM RECEIVABLE	-	-	-
TOTAL CURRENT ASSETS	85,152	181,926	(96,775)
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186	16,186	-
ACCUMULATED DEPRECIATION	(15,541)	(15,326)	(215)
	646	861	(215)
TOTAL ASSETS	85,796	182,787	(96,991)
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	41,357	50,271 2*	(8,914)
DUE TO YORK MANOR INC.	(951)	3,865 3*	(4,817)
DUE TO YORK DEVELOPMENTS INC.	280	355	(75)
DEFERRED REVENUE	14,846	89,755 4*	(74,909)
TOTAL CURRENT	55,531	144,246	(88,715)
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	38,541	38,448	93
NET INCOME (LOSS) FOR THE PERIOD	(8,277)	93	(8,370)
TOTAL FUNDS	30,264	38,541	(8,277)
TOTAL LIABILITIES & FUNDS	85,796	182,787	(96,991)

Notes:

1. Decrease due to cashflow to cover regular monthly expenditure costs.
2. Decrease due lower Project Activity \$3.5K, Vacation Payable \$3.1, HST \$2.3K .
3. Decrease due to double booked inter-transfer \$3.6K. Corrected in July.
4. Decrease due to monthly amortizationof unearned revenue to earned revenue.

Centre for Innovation and Research
Statement of Operations - CONSOLIDATED
3 MONTHS ENDING 6/30/2025

	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE			
PHAC ISAF - HUMAN RIGHTS	72,129	74,000	-1,871
INTEREST INCOME	983	825	158
TOTAL UNRESTRICTED REVENUE	73,112	74,825 *1	-1,713
OPERATING EXPENSES			
WAGES & BENEFITS	0	0 *2	0
ADMINISTRATION	9,260	8,626 *3	-633
PROJECT RELATED EXPENDITURES	72,129	74,000 *4	1,871
TOTAL EXPENSES	81,389	82,627	1,238
NET EARNINGS (LOSS)	-8,277	-7,802	-475

Notes:

- *1. Lower than budget due to lower Human Right Project Income offset by higher Interest Income.
- *2. On budget (Employee Wages charged to projects \$50.1K).
- *3. Higher than budget due to higher insurance fees (A credit will be issued).
- *4. Project expenditures align with project revenue above (in grey).



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

April 1 – June 30, 2025
Quarter 1 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

o Human Resources

- **Recruitment:** The HR department on-boarded **10 new staff members**. Six are members of the Care Services team and four are members of the Support Service team. Additionally, 1 staff experienced a change in classification from RA to RN (obtained her GN designation). We also welcomed 6 students (4 Provincial grants and 2 Federal grants) who joined us for the summer months.
- **Turnover:** - In the Q1, 8 employees resigned, and 2 employees retired. HR scheduled 18 interviews (this does not include summer students, YDI or NHWW hiring requirements). The main reasons for resignations were moving and employment elsewhere.
- **Students:** We welcomed 3 students for their internship (2 Social Work students, 1 STU student) and 13 students from NBCC to conduct a part of their clinical placement. 3 Practical Nursing students conducted their preceptorship (April to June), and all were extended offers of employment. Two high school students completed their Long-term Care Co-op placement.
- **IEN Recruitment – 2024 Mission:** Six IEN's arrived during this quarter, and all have secured housing. Currently, one candidate is close to completion of required paperwork.
- **Staff Engagement / Recognition / Get Inspired Team:**
 - o In June we held our annual Staff Retirement celebration and Years of Service award ceremony. We congratulated 3 employees on their retirement from YCC, recognized 2 employees for their 25 years of service and 1 employee for their 20 years of service. As well, 29 employees were recognized for being employed with York Care Centre for 5, 10 and 15 years of service
 - o 'Shining Star' employee recognition nomination – 10 employees recognized
 - o Staff Appreciation barbeque – 2 sittings scheduled (lunch and supper)
 - o Shout out for Admin Professionals day and Care Services Week / Easter chocolates in staff rooms
 - o Free staff massages on-site
 - o The Memory Lane Project in Birch Grove received the 2025 Resident-Centred Home Award from the New Brunswick Association of Nursing Homes
- **Professional Development / Training:**
 - o Our HR Manager and I participated in a workshop in May (Building a Great Place to Work).
 - o In April, a professional development session, 'Strategies for Supporting Mental Health' was offered to our leaders as part of a Q4 operational goal
 - o Four CPR training courses were provided for Care Services staff (26 employees were certified)
- In April we invited employees to participate in a 'World Café' session to discuss and seek input into our upcoming new 2025-2030 Strategic Plan.
- The VP Care Services and I attended the NBCC Graduation ceremonies.
- **CUPE Collective Agreement:** A new CUPE Collective Agreement was officially signed on May 11, 2025. The HR team was able to implement the new wage salary rates and new shift premiums effectively on the payroll following the signing of the Collective Agreement. Retention premiums after completion of 15, 20 and 25 years of continuous service were also reflected on the payroll following the signing of the Collective Agreement. The HR team undertook and worked diligently to meet the

90-day guideline of calculating the retro payment for all CUPE members. This involved calculating 6 different time periods (each period having ~ 300 personnel to calculate).

- **Operational Goals / Progress Report:**

- Completed update of employee shift time scans (in and out scan) reflecting hours worked
- Calculation and addition of ‘wellness’ hours implemented into employee’s time banks in staff schedule care
- Quarterly recognition activities: Staff Retirement/Staff Appreciation Barbeque/Years of Service Awards/Recognition of Staff Shining Stars/Announcements of staff accomplishments

Human Resources Key Performance Indicators

	Q1 2024-25	Q2 2024-25	Q3 2024-25	Q4 2024-25	Q1 2025-26
Retention Rate (%) – 12 month look-back Number of employees who remain on staff as percentage of those who were on staff 1 year ago.	82%	85%	85%	86%	82%
Resignations Within One Year (#) Number of resignations within the first year of employment.	10	10	4	4	0
Sick/Wellness Time Sick days / FTE (standardized - # of days/1957.5 hours worked within the quarter).	11.58	15.76	12.87	14.43	11.65
Sick/Wellness Time (%) – Sick/wellness hours as a percentage of total paid hours.	4.4%	6.0%	4.9%	5.5%	4.4%
Overtime Hours (%) Overtime hours as a percentage of total worked hours.	5.0%	5.7%	6.1%	6.7%	5.6%
Care Hours (Short/Over) Average # hours worked per day below or above the target (RN,LPN,RA).	+13.13	+5.90	+12.71	-7.28	+46.08
% RN Hours # of RN hours worked as a percentage of the target.	93%	97%	98%	98%	99%
% hours of professional care (RN/LPN) Number of RN/LPN hours worked as a percentage of the target.	98%	101%	101%	96%	99%

- **Facilities, Building, and Infrastructure**

- There were 16 refurbished rooms in YCC and 7 refurbished units in YDI
- 120 Sunset Water Damage - On July 9 it was reported to me that the tenant in 120 Sunset Drive, unit 21 left the water running in their plugged kitchen sink and left the kitchen to go to her living room. As a result, we sustained significant water damage to units 21 and 8 (directly below 21). Unit 9 sustained minor damage. First Onsite was contacted to mitigate the damage and later to repair the damage. In unit 21, new flooring is needed in the kitchen, living room, hallway and bathroom as well as the bottom 2’ of sheetrock. Full lower kitchen cabinets complete with doors and hardware are needed as well as upper doors with hardware to maintain the same visual appeal as the lowers. Unit 8 sustained the most damage and requires full replacement of flooring

in the kitchen, living room, hallway and bathroom. Full replacement of the sheetrock in the kitchen and full upper and lower cabinets is also required. Unit 8 sustained the least amount of damage with slight water damage in the ceiling which was opened, dried and repaired.

- Resident AC project – Phase 1 of 3 (Birch Grove and Tower). Phase 1 has been put out to tender and awarded. The successful contractor was Carmichael Engineering LTD. This phase initially had a substantial completion date of mid-December however, due to availability of materials, this date has been pushed back to the end of January. Birch Grove resident rooms will see the addition of a VRF (Variable Refrigerant Flow) unit in each room as well as cooling coils added to the supply air ducts. The Tower will see cooling coils added to the supply air ducts. Phase 2 of 3 (Dixon Hemlock and Elm) has seen the completion of site visits by engineers for creation of plans and specifications. The timeline for the rest of this project is currently unknown. Phases 3 of 3 (Dixon Front) has seen the initial site visit by engineers for creation of plans and specifications. The timeline for the rest of this project in currently unknown.
- Completion of painting for Tower 2 Memory Care Project – The colour scheme had been chosen and painting of all common areas and hallways have been painted to reflect the new colour scheme.
- Nurse Call project – As of early August we have deemed the Nurse Call Project to have reached substantial completion. The system is in full use with all functions available to use as stipulated in the project specifications. DC Electric and QSA are working to assemble the owner’s manual, warranty documents and as-builts to turn over to us at which time the final hold-back can be released.
- Refresh of audit plan for facility cleanliness – Our Audit Plan for facility cleanliness was updated to reflect our current standards.
- Completion of Facility Condition Assessments (FCAs) for 91, 95 and 120 Sunset Drive – FCAs have been completed for buildings 91, 95 and 120 which will provide the foundation for maintaining those buildings in a safe manner while identifying issues, prioritizing repairs and allowing for capital planning.
- Purchase of Capital Item – Kubota Tractor. After many breakdowns it was found that our existing tractor was in need of major repair and replacement of key components. Faced with an estimated repair bill of over \$20,000 it was decided that replacement was to be considered. After considering 12 different options from 7 vendors, it was decided that we would proceed with the purchase of a 34.8 HP Kubota Tractor purchased from Bayview Kubota.

Facilities, Building and Infrastructure Key Performance Indicators

	<i>Q1 2024-25</i>	<i>Q2 2024-25</i>	<i>Q3 2024-25</i>	<i>Q4 2024-25</i>	<i>Q1 2025-26</i>
Food Cost per Resident Day	12.61	11.83	12.80	11.95	12.79

o Financial Services

Another busy quarter for the Finance Team. We completed the year end, audit, entered budget and adjusted all the ongoing entries. In July Kathy Palmer, our Senior Accountant of 12 years left for another position elsewhere resulting in rapid cross training, recruiting in late June and early July to cover this role. Some work was shifted to better align with Finance Team positions. On August 5th, we welcomed Barbara Sprik to our team as the Senior Accountant. We managed the July month end together. She is currently working on the August month end essentially on her own. She is doing very well and is a great addition to the team.

Lastly, I was offered a position elsewhere and have accepted. My last day in the office is September 19th as I am on vacation the last week of September. There is a lot to complete prior to leaving. It has been a rewarding experience working in Long Term Care. There are so many hard working, caring staff members who work to make the resident lives and environment better. What I have seen has reaffirmed my view that the staff are the number one asset of the YCC Group of Companies.



Finance and Administration Committee - Annual Work Plan 2025-26

Introduction

The purpose of this document is to provide committee members with background and context information to support their plans for the upcoming board year. Each standing committee of the board is asked to establish a proposed workplan for the upcoming board year. A workplan will ensure that staff are prepared to bring appropriate information to the committee to support its work.

Section 1 provides excerpts from the committee terms of reference, specifically the purpose and scope statements. These terms of reference were reviewed and approved by the board in the 2022/23 year.

Section 2 provides excerpts from the Board's Strategic Plan which are aligned with the mandate of the Finance and Administration Committee. Work of the committee should support the organization in achieving the objectives of the strategic plan.

Section 3 provides excerpts from Management's operating plan which are aligned with the mandate of the Finance and Administration Committee. The CEO and the executive team are responsible for the developing and implementing the operating plan in support of the overall strategic plan. The Committee can expect progress updates from the leadership team.

Section 4 is a summary of the accomplishments of the Finance and Administration Committee in the previous year, as well as an issues which were considered / addressed.

Section 5 is a list of issues which might be of interest / concern to the Committee when planning for the upcoming year.

Section 6 is a list of committee members.

Section 7 is a proposed workplan for the committee. This is a draft and should be discussed at the September meeting. The committee is asked to present a final workplan to the board of directors at the October meeting.

Section 1 - Excerpts from the Terms of Reference

The purpose of the Committee is to make recommendations to assist the Board in fulfilling financial oversight and to help govern management administration related to financial budgeting and reporting, human resources, and overall administration.

The Committee will provide advice and/or recommendations in relation to the development and operation of relevant policies, processes and/or procedures, which may include:

1. Reviewing and recommending approval of an annual operating and capital budget.
2. Reviewing regular and ad hoc financial statements and recommending their approval, or other action, to the Board and monitoring implementation and operation of any approved actions.
3. Reviewing, together with the Chair of the Governance and Audit Committee, the financial audit results, and external auditors' recommendations with the President & CEO, leading to the development of a plan of action in response to the results and recommendations to bring forward to the Board.
4. Reviewing human resource policies and programs, and when applicable, recommending action to the Board and monitoring implementation and operation of any approved actions.
5. Reviewing and recommending approval of remuneration and benefits packages associated with non- bargaining personnel to the Board.
6. Recommend approval of collective agreements as negotiated through the New Brunswick Association of Nursing Homes and the New Brunswick Nurses Union and the Canadian Union of Public Employees to the Board.
7. Reviewing environmental services and housing reports regarding the maintenance, replacement and/or upgrade of infrastructure and equipment, and when applicable, recommending action to the Board.
8. Reviewing information technology and any other administration and/or care support services reports, and when applicable, recommending action to the Board and monitoring the implementation and operation of any approved actions.

Section 2 - Excerpts from the Strategic Plan which align with the Finance and Admin Committee Mandate

Residence of Choice

- Make strategic investments in infrastructure, technology and amenities.
 - Conduct a facility space review and develop a long-term space plan aligned with strategic priorities.
 - Update the facility refresh plans with a focus on safety, accessibility and resident comfort.
 - Consider new technologies which improve resident care, employee safety and process efficiency
- Enhance our community-based services to meet the needs of residents and clients.
 - Conduct facility condition assessments of our independent and supportive living facilities and develop a long-term refresh plan.

Employer of Choice

- Building an Engaging Workplace Culture
 - Advocate for fair compensation for our employees
 - Strengthen morale, culture and engagement through the initiatives which improve:
 - Work-life balance
 - Facility-wide communication
 - Processes for employee feedback, and
 - Recognition and respect.
- Commit to Learning and Professional Development
 - Invest in training and mentorship, through learning and development opportunities for all staff
 - Provide professional development for current and aspiring leaders
 - ~~Develop expertise in quality improvement methods~~

- Strengthen Our Reputation as an Employer of Choice
 - Showcase the accomplishments of our team.
 - Establish a formal recruitment strategy
 - Pursue formal recognition as a top place to work.

Section 3 – Excerpts from Mgmt’s Operating Plan which align with the Finance & Admin Comm. Mandate

Residence of Choice

- Safe and Homelike Environment
 - To improve resident comfort, introduce air conditioning / cooling in resident rooms (multi-year project)
 - To ensure a safe environment, establish a maintenance plan for critical infrastructure at YCC
 - To improve the quality of environment services, conduct facility cleanliness audits
 - To ensure a safe environment, establish a maintenance plan for YDI

Employer of Choice

- Foundation of Character and Culture of Excellence
 - To support a culture of excellence, re-introduce the 20 Tenets of Culture Program
- Professional Development and Training
 - To support professional development, offer a Leaders’ level workshop in Fall of 2025
 - To support professional development, expand the mentorship program to include LPNs, DA’s and EA’s
- Staff Well-Being and Work-life Balance
 - To enhance staff recognition, provide monthly activities to highlight achievements, committee work, etc.
 - To support a positive work-life balance, review staff rotations for EA’s, LA’s and LPN’s
 - To support employee wellness, provide two mental health/wellness mini sessions on units
 - Update the Attendance Support Program
 - Attendance improvements in high use departments

Centre of Excellence

- High Standard of Care and Support
 - With the financial support of the York Care Foundation, refurbish Tower 2 to incorporate evidence-based design features for an advanced dementia unit

Operational Excellence

- General Administration
 - Identify and document all critical finance functions
 - To improve efficiency and reliability, complete the Administration Process review
 - To manage the risk and cost associated with contracted services, establish a current contract register
 - Develop cost centre managers expertise re expense coding and variance analysis
- York Developments Inc.
 - To improve the sustainability of the independent housing units, review and update policies with respect to rent and insurance

Section 4 - Issues & Accomplishments from 2024/25

- Review of the Quarterly Financial Statements and the Year End Financial Statements.
- Review of the 2025-26 Annual Budget
- Quarterly reporting from the Chief Financial Officer, the VP People and Culture and the Director, Facilities and Infrastructure.
- Significant revision of the format of quarterly financial statements.
- Monitored the following:
 - Human resource indicators regarding recruitment, turnover, sick time, care hour compliance
- Recommendations to Board to Approve
 - Project list for York Care Foundation consideration.
 - Risk Management – risk matrix
 - Monitoring framework for Ends Policy – Employer of Choice
 - Policy changes for YDI Independent Apartments (rental rates, security deposit, income limit, subsidy program, tenants insurance)
- Received reports regarding:
 - Facility & Infrastructure improvements – front entrance accessibility, nurse call system replacement.
 - International Recruitment mission
 - Employee Survey results
 - Employee Engagement Framework
 - Collective agreement negotiations / changes

Section 5 - Issues to Consider for Upcoming Year

- Generally strong results on committee evaluation.
- There is concern that the workload for this committee is too broad.
- Review of results from Facility Condition Reports
- Revised budget for 25/26 as a result of CUPE Collective Agreement
- Contract Register
- Risk Management Plan

Section 6 - Committee Membership

- Pierre LeBlanc, Chair
- Lyne St-Pierre-Ellis
- Deborah Wybou
- Dana Bursey
- Bryanna White-Aubè
- Tim Boone
- Marjorie Belzile, ex officio
- Doug Holt, Community Member
- Geri Geldart, ex officio
- Heather Harris-Jones, Shelley Kenny, Michel Boyer, staff

Section 7 - Proposed Workplan

Meeting	Date	Reports and Documents
Q1	Tuesday, Sept. 16, 2025 @ 5:30 PM	<ul style="list-style-type: none"> • Review of Annual Workplan • Review of Financial Statements • Report from the CFO, VP People & Culture and Director of Facilities/Infrastructure • Revised budget for 25/26 • Facility Condition Assessments – YDI – Summary Report
Q2	Tuesday, Nov 4, 2025 @ 5:30 PM	<ul style="list-style-type: none"> • Review of Financial Statements • Report from the CFO, VP People & Culture and Director of Facilities/Infrastructure • Review of Annual Employee Survey • Environmental Audit Results for Q2 • YDI Rental Policy Review – status report • Contract Register – status report • Critical Finance Function List
Q3	Tuesday, Feb 10, 2026 @ 5:30 PM	<ul style="list-style-type: none"> • Review of Financial Statements • Report from the CFO, VP People & Culture and Director of Facilities/Infrastructure • Review of potential YCF Projects • Resident Room Cooling – status report • YCC Critical Infrastructure Maintenance Plan • Admin Process Review – Resident Trust Account
March	Monday, March 23, 2026 @ 5:30PM	<ul style="list-style-type: none"> • Annual Budget Meeting
Q4	Tuesday, May 5, 2026 @ 5:30PM	<ul style="list-style-type: none"> • Review of Financial Statements • Report from the CFO, VP People & Culture and Director of Facilities/Infrastructure • Environmental Audit Results for Q3 and Q4 • Better Culture Program – status report • Professional Development – status report • Critical Finance Function documentation – status report • Contract Register – status report

FINANCE AND ADMINISTRATION COMMITTEE

Terms of Reference

Background

The Finance & Administration Committee is a standing committee established by the Board of Directors in compliance with its corporate bylaws.

Purpose

The purpose of the Committee is to make recommendations to assist the Board in fulfilling financial oversight and to help govern management administration related to financial budgeting and reporting, human resources, and overall administration.

Scope

The Committee will provide advice and/or recommendations in relation to the development and operation of relevant policies, processes and/or procedures, which may include:

1. Reviewing and recommending approval of an annual operating and capital budget.
2. Reviewing regular and ad hoc financial statements and recommending their approval, or other action, to the Board and monitoring implementation and operation of any approved actions.
3. Reviewing, together with the Chair of the Governance and Audit Committee, the financial audit results, and external auditors' recommendations with the President & CEO, leading to the development of a plan of action in response to the results and recommendations to bring forward to the Board.
4. Reviewing human resource policies and programs, and when applicable, recommending action to the Board and monitoring implementation and operation of any approved actions.
5. Reviewing and recommending approval of remuneration and benefits packages associated with non-bargaining personnel to the Board.
6. Recommend approval of collective agreements as negotiated through the New Brunswick Association of Nursing Homes and the New Brunswick Nurses Union and the Canadian Union of Public Employees to the Board.
7. Reviewing environmental services and housing reports regarding the maintenance, replacement and/or upgrade of infrastructure and equipment, and when applicable, recommending action to the Board.
8. Reviewing information technology and any other administration and/or care support services reports, and when applicable, recommending action to the Board and monitoring the implementation and operation of any approved actions.

Structure

Reporting to the Board, the membership of the Committee includes the Treasurer who shall serve as committee chair and a minimum of two additional board members, appointed by the board. The committee may add community members. The President and CEO and other appropriate members of the senior leadership team attend as non-voting members. Other guests may be invited at the discretion of the committee chair.

All committee members will be appointed for a two-year term, with the option to serve additional terms.

Quorum

A quorum shall consist of at least 50% of the members.

Meeting Frequency

The Committee will meet at least quarterly, or at request of the Chair.