

**Research & Ethics Committee
AGENDA**

Thursday, February 12, 2026 @ 5:30pm

Item	Description	MRP
1.0	Call to Order and Introductions	Tracey Burkhardt
2.0	Approval of the Agenda	Tracey Burkhardt
3.0	Declaration of Conflict of Interest	Tracey Burkhardt
4.0	Approval of Previous Minutes: November 13, 2025*	Tracey Burkhardt
5.0	Business Arising from the Minutes	
6.0	New Business	
6.1	Standing Report to the Committee* <ul style="list-style-type: none"> • Research Update • Operational Goals – Centre of Excellence Pillar 	Geri Geldart
6.2	Code of Ethics & Professional Conduct – Gift Acceptance*	Geri Geldart
6.3	Recognition at Top Employer Options*	Geri Geldart
7.0	Next Meeting: May 7, 2026 @ 5:30pm	

****Denotes attachment***

Proposed Motions

1. That the minutes of November 13, 2025 be approved.

**Minutes of Meeting
Research and Ethics Committee
on November 13, 2025**

Present: Tracey Burkhardt (Chair), Marjorie Belize(v), Wayne Albert, Donna Curtis-Maillet, Lyne St-Pierre-Ellis, Geri Geldart (ex-officio)

Staff: Jamie Roy

1. Call to order and introductions

Tracey Burkhardt, Chair called the meeting to order at 5:31 pm.

2. Approval of agenda

The agenda was approved as presented.

3. Declarations of Conflict of Interest

Ms. Burkhardt asked the members present if there was a need to register a conflict of interest. None identified.

4. Approval of previous minutes – September 18, 2025

The minutes were approved as presented.

Motion:

It was moved by Wayne Albert and seconded by Donna Curtis Maillet that the minutes of September 18, 2025, be approved as presented. All in favour.

- Motion carried

5. Business arising

5.1 Code of Ethics & Professional Conduct

G. Geldart presented the revised Code of Ethics and Professional Conduct which will be presented to the Board of Directors for final approval and will replace the long form.

6. Standing Reports

6.1 Research Activities

Ms. Geldart provided an update on research activities. Highlights included:

- Research Activities - Currently there are no active research projects.
 - CIHR - Strengthening Resilient and Equitable Public Health Systems – The letter of intent was accepted. Next step – the University of Montreal will be preparing / sharing a detailed proposal in the new year. Our future involvement will be determined at that time.
 - Heart Function in Long Term Care – application has been made for a planning grant. Awaiting decision.

- **Operational Goals – Centre of Excellence Pillar**

- Support Service Managers Forum is being organized for Q4 25/26 or Q1 26/27.
- No further discussions have occurred with NBANH or Loch Lomond Villa on the Centre of Excellence Role. This topic has been added to the agenda for the upcoming meeting of the Region 3 Administrators.
- Beacon Clinical Group contacted YCC to inquire if they could move the Excellence in Aging Award, that was presented in previous years at the annual aging symposium, to their proposed long term care conference. The committee agreed that this award should remain with YCC to present. Collaboration opportunities that might exist with Beacon Clinical Group could be explored.
- Fundraising efforts for the refurbishment of Tower 2 are nearly complete. The balconies have been refurbished improving accessibility and incorporating several sensory elements which promote relaxation and reminiscence.
- We continue to review various program requirements for recognition as a top employer.
- NHWW program expansion is underway to increase range of services and the service area.

Marjorie Belzile joined the meeting at 5:57pm.

6.2 Committee Work Plan – Research Priorities Discussion

Ms. Geldart shared a briefing note on proposed research priorities for York Care Centre. The purpose of the document would be to assist when determining if potential projects are mission aligned, and to promote/ market the research opportunities that exist at YCC.

Motion:

It was moved by Donna Curtis Maillet and seconded by Wayne Albert that the Research Priorities be presented to the Board of Directors for approval. All in favour.

- Motion carried

7. Next Meeting: February 12, 2026

On a motion by Lyne St- Pierre-Ellis, the meeting was adjourned at 6:32pm.

Tracey Burkhardt, Chair

Jennifer Vos, Recorder



REPORT TO THE RESEARCH & ETHICS COMMITTEE

February 5th, 2026

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

Senior Leaders

Geri Geldart, President and CEO
Jamie Roy, Vice President, Care Services & Quality

Key Areas of Reporting

Research Services
Ethics

Research Updates

1. Current Research Projects

None

2. Funding / Collaboration Opportunities

a. **CIHR – Team Grant: Strengthening Resilient and Equitable Public Health Systems** – The team who led the VR for Rehab project are now pursuing a funding opportunity through CIHR focused on tele rehab within the public health sector (broadly defined). As past partners we have been asked to consider being part of the proposal. We have indicated that we are interested in maintaining contact with the research team and potentially participating as a collaborator, but have not committed until the proposal is more fully developed. The research team submitted an initial letter of interest to CIHR. The project title is “Leveraging Rapidly Evolving Virtual Care in Rehabilitation (REVIR): A systems-thinking approach to adapt to emergencies and evolving public health priorities”. The team submitted a full application in January. I submitted a letter of support (attached) on behalf of York Care Centre and the Center for Innovation and Research in Aging. At this time, our participation would be limited to:

- Participating in consultations and knowledge-exchange activities to share perspectives from long-term care and continuing care settings;
- Contributing insights related to the needs of older adults, caregivers, and interdisciplinary care teams;
- Providing feedback on proposed guidelines and training resources to ensure relevance to real-world care environments; and
- Supporting dissemination of project findings within networks focused on aging and continuing care.

- **Current status – Awaiting the funding decision.**

b. **Heart Function in Long Term Care:** Dr. George Heckman, a Geriatrician at Western University, is submitting an application for a planning grant to bring together Canadian patients and care partners, researchers, clinicians, and knowledge users to achieve consensus on research questions related to the management of HF in LTC homes and develop a program of research to address these. As a member of the SQLI group, we were invited to be included in the discussion group.

- **Current status – No change since last report. Awaiting the funding decision.**

c. **Balancing Infection Prevention and Control Measures with Person-Centred Care to Support Resident Well-Being in Long-Term Care:** Dr. Lori Weeks, Dalhousie University is part of a study funded by the Canadian Institutes of Health Research (CIHR). The study is led by Dr. Lisa Cranley from the Lawrence Bloomberg Faculty of Nursing at the University of Toronto. “This multi-provincial study is inviting three long-term care homes in the Maritime provinces to participate. In light of York Care Centre’s strong commitment to excellence, compassion, and person-centred care, we would be very pleased to invite York Care Centre’s long-term care home to consider taking part.” We have indicated our interest in exploring the opportunity further. They will be scheduling a meeting for further discussion in the near future.

- **Current status – Awaiting first meeting to discuss potential for collaboration.**

d. **CBSS (Community Based Seniors Services) Role in Economic Prosperity and Security of Older Women:** HelpAge Canada HelpAge Canada is a national Canadian registered charity and international NGO, focused on partnering with local communities to improve the lives of older people in Canada and around the world. “We bring people together, build partnerships, shape policy, and share ideas to drive change. We focus on three core impact areas affecting older adults: Helping older adults feel socially

connected and engaged, Building financial literacy, and safeguarding against ageism, neglect, and abuse. Dr. Rose Joudi, Senior Advisor Gender Equity, Diversity and Inclusion with HelpAge Canada, has received funding from the Government of Canada. Through this 24-month systemic change project, HelpAge will help advance women's equality. Specifically, the project will address systemic barriers within the senior women community by amplifying the diverse voices of older women from coast-to coast, enacting policy and practice change, and supporting a better coordinated network of Community-Based Seniors Services (CBSS) organizations across the country. Key activities include conducting a scoping review, surveys and consultations; creating and implementing regional networks (Atlantic, Ontario/Quebec, Prairies and Pacific); and developing tools and resources to better meet the evolving needs of older women now and in the future. An external project evaluation will measure and assess the project's impact. The supplemental funds will be used to complete the activities of developing four (4) new regional hubs on CORE Canada (Atlantic, Ontario/Quebec, Prairies, and Pacific) a provincial/territorial registry of CBSS organizations serving older women, a systems map, and the development of two (2) online communities of practice on the CORE platform. York Care Centre and Centre of Innovation and Research in Aging has been asked to join the project steering committee which includes representatives from Community-Based Seniors Services. The Steering Committee serves as a multidisciplinary and cross-sectoral body that provides strategic guidance, expert insight, and oversight to ensure the project remains grounded in the lived realities of diverse older women. Its mandate includes providing strategic advice, ensuring inclusion of intersectional and culturally diverse perspectives, reviewing findings, strengthening CBSS networks, and promoting ethical engagement practices.

- **Current status** – *G. Geldart has joined the steering committee.*

Operational Goals – Centre of Excellence Pillar

1. Leader in Aging Care

a. Host a Region 3 Support Service Managers Forum

- initial needs survey conducted. Session is likely to be held in Q4 25/26 or Q1 26/26

b. Explore the possible elements of the Centre of Excellence role with NBANH and Region 3 Administrators

- No further discussions have occurred.
- **Excellence in Aging Award** – In follow-up to our discussion at the last Research and Ethics Committee, to avoid the potential of a private organization co-opting the Excellence in Aging Award, we have offered to facilitate presentation of the award at the May NBANH Meetings. We still need to confirm this with the Lieutenant-Governor's office.

2. High Standard of Care and Support

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

- The fundraising project is now complete with very successful results.
- The balconies have been refurbished improving accessibility and incorporating several sensory elements which promote relaxation and reminiscence.
- The remainder of the refurbishment work should be complete by June 2026.

3. Employer of Choice

a. Examine the feasibility / requirements for recognition as a top employer

- A recommendation will be presented to the Research and Ethics Q3 Meeting.

December 19, 2025

Dahlia Kairy , pht , Ph.D.
Full professor
Physiotherapy Program, Rehabilitation School
Faculty of Medicine, University of Montreal

Re: Support for the project *Leveraging Rapidly Evolving Virtual Care in Rehabilitation (REVIR): A systems-thinking team approach to strengthen equitable and resilient public health systems*

Dear Professor Kairy,

I am pleased to offer my support for your proposed Team Grant initiative, *Leveraging Rapidly Evolving Virtual Care in Rehabilitation (REVIR)*. As President and Chief Executive Officer of York Care Centre, I see firsthand the growing need for innovative, equitable, and sustainable rehabilitation models that support older adults and those living with complex health needs, particularly in the context of ongoing system pressures and workforce challenges.

Rehabilitation plays a critical role in maintaining functional independence, quality of life, and dignity for older adults. However, access to timely and specialized rehabilitation services remains inconsistent, especially during periods of heightened strain on health systems such as the COVID-19 pandemic and other public health emergencies. Virtual and hybrid rehabilitation approaches have demonstrated significant potential to maintain continuity of care, support transitions between settings, and reduce unnecessary disruptions for residents, patients, and caregivers. At the same time, their effective use requires clear guidance, appropriate training, and system-level coordination to ensure that care remains safe, ethical, and person-centered.

The REVIR project addresses these needs through a comprehensive systems-thinking approach that examines how policy, governance, workforce training, digital infrastructure, and public health priorities interact to shape rehabilitation service delivery. I am particularly encouraged by the project's focus on equity, ethics, and adaptive system design, which are essential to ensuring that virtual rehabilitation models are responsive to the realities of aging populations, including varying levels of digital access, cognitive and physical abilities, and caregiver support.

Subject to available resources, York Care Centre is prepared to support this initiative by:

- Participating in consultations and knowledge-exchange activities to share perspectives from long-term care and continuing care settings;

- Contributing insights related to the needs of older adults, caregivers, and interdisciplinary care teams;
- Providing feedback on proposed guidelines and training resources to ensure relevance to real-world care environments; and
- Supporting dissemination of project findings within networks focused on aging and continuing care.

I believe that the REVIR project has strong potential to strengthen the integration of telerehabilitation within public health and care systems, helping organizations better adapt to evolving population needs and future emergencies. This work aligns closely with our 2025- 2030 Strategic Plan and our commitment to innovation, quality care, and system improvement for older adults and their families.

York Care Centre is pleased to endorse this initiative and looks forward to the opportunity to collaborate with your team.

Sincerely,



Ms. Geri Geldart, RN BN MHSA
President and CEO

York Care Centre and the Centre for Innovation and Research in Aging.

BRIEFING NOTE

To: Research and Ethics Committee of the Board of Directors

From: Geri Geldart, President and CEO

Date: February 5, 2026

RE: Ethics Issue – Staff Acceptance of Gifts from Residents and Families

A. PURPOSE

To seek committee guidance on developing an ethically sound policy regarding staff acceptance of gifts from residents, using a structured ethics framework to evaluate the transition from "nominal gifts accepted" to "no gifts accepted."

B. BACKGROUND

As outlined in the Code of Ethics and Professional Conduct, York Care Centre has permitted staff to accept "nominal" gifts from residents. Difficulty in defining "nominal" led to a request for more clarity in the Code of Ethics and/or organizational policy. Following discussion at the Management Forum and the Senior Leadership Team meetings, a policy draft was prepared which provided direction by outlining specific examples of "nominal" gifts (Appendix A). The policy has not yet been adopted. Since that time, we became aware of the gift policy of another long term care facility (Appendix B).

Seeing this as an ethical dilemma, an analysis of the issues has been developed to help determine whether absolute prohibition of gift acceptance is ethically appropriate or whether a more nuanced policy better serves all stakeholders.

C. ETHICAL FRAMEWORK ANALYSIS

For the purpose of this review, the “4 Principles” framework developed by Beauchamp and Childress is used to consider the issue.

1. Principle-Based Ethics

Autonomy - *The principle that individuals have the right to make their own decisions and choices about matters affecting them, free from coercion or undue influence.*

- Residents have the right to express gratitude and maintain dignity through gift-giving
- Staff have the right to decline gifts and maintain professional boundaries
- Absolute prohibition may diminish resident autonomy while protecting staff

Beneficence - The obligation to act for the benefit of others; to do good and promote well-being.

- Accepting modest gifts may strengthen therapeutic relationships
- Recognizing genuine gratitude honors the care relationship
- Cultural significance of gift-giving varies across communities

Non-maleficence - **The obligation to avoid causing harm; "first, do no harm".**

- Risk of creating expectations of preferential treatment
- Potential exploitation of vulnerable residents (cognitive impairment, power imbalance)
- Staff vulnerability to accusations or appearance of impropriety

Justice - *The obligation to treat people fairly and equitably; to distribute benefits, risks, and costs fairly.*

- Residents with greater means could create inequitable care dynamics
- Consistency ensures fair treatment across all resident-staff interactions
- Protection of residents who cannot afford gifts

2. Key Stakeholders

- **Residents/Families:** Expressing gratitude, cultural practices, relationship building vs. vulnerability to exploitation
- **Staff:** Professional boundaries, protection from ethical dilemmas vs. navigating difficult social situations
- **Organization:** Maintaining trust, regulatory compliance, equitable care vs. overly rigid policies

3. Core Ethical Tensions

- **Resident autonomy vs. vulnerability protection:** Honoring choice while protecting those with diminished capacity
- **Cultural sensitivity vs. standardization:** Respecting diverse practices while maintaining consistent standards
- **Relationship authenticity vs. professional boundaries:** Genuine connection vs. inappropriate obligation
- **Practical enforceability vs. ethical nuance:** Can we create policy that is both ethically acceptable and practical?

D. OPTIONS FOR CONSIDERATION

Option A: Absolute Prohibition

- Clear, enforceable, maximally protective
- May be overly restrictive of resident autonomy and cultural expression

Option B: Define "Nominal" with Specific Parameters

- Examples: Items valued under \$25, handmade items, seasonal baked goods, cards
- Requires transparency mechanisms (gift log, supervisor notification)
- Permits meaningful exchanges while maintaining boundaries

Option C: Category-Based Approach

- *Always acceptable:* Cards, verbal thanks, letters
- *Acceptable with disclosure:* Small food items, handmade crafts under defined value
- *Never acceptable:* Cash, gift cards, expensive items, anything creating obligation

Option D: Organizational Acceptance Model

- All gifts directed to organization rather than individuals
- Items shared collectively or recognized in aggregate
- Preserves dignity while eliminating individual obligation

QUESTIONS FOR COMMITTEE

1. How do we balance protection of vulnerable residents with respect for their autonomy and dignity?
2. Can we define "nominal" in a way that is both meaningful and enforceable?
3. What transparency mechanisms are necessary for any policy permitting gifts?
4. How do we address situations where refusing a gift may cause genuine distress?

RECOMMENDATION SOUGHT

Committee guidance on:

- Ethically preferred approach among options
- Specific parameters for any permitted gift acceptance
- Required safeguards and transparency mechanisms
- Implementation and education requirements

Appendix A

YORK CARE CENTRE GIFT ACCEPTANCE POLICY - DRAFT

Clarification to Code of Ethics and Professional Conduct

PURPOSE

This policy clarifies the provision in York Care Centre's Code of Ethics and Professional Conduct that states: "We may accept only nominal gifts from residents or families." The purpose is to provide clear guidance to staff, residents, and families while maintaining the integrity and professionalism of our care relationships.

GUIDING PRINCIPLES

- Gifts should never influence the quality or nature of care provided
- Staff should never solicit gifts from residents or families
- Acceptance of gifts should not create feelings of obligation
- The policy recognizes genuine expressions of gratitude while protecting professional boundaries
- When in doubt, staff should consult their supervisor

DEFINITIONS

Nominal Gift: A token of appreciation with a value of \$25 or less that does not create an obligation or influence care decisions.

ACCEPTABLE GIFTS

The following gifts may be accepted without approval:

Shared Gifts (Any Value)

- Food items intended for sharing (chocolates, baked goods, candy, fruit baskets, coffee, tea)
- These should be placed in staff areas for all team members to enjoy

Personal Gifts (Up to \$25 Value)

- Handmade items (knitted scarves, mittens, crafts, artwork)
- Books, candles, small plants, ornaments
- Personal care items (hand cream, soap)
- Thank-you cards

UNACCEPTABLE GIFTS

The following may NOT be accepted under any circumstances:

- Gifts valued over \$25
- Loans or requests to borrow money

- Inclusion in a resident's will or bequest
- Tickets to events, concerts, or shows
- Valuable jewelry or electronics
- Any gift that could reasonably be perceived as influencing care decisions

SPECIAL CIRCUMSTANCES

Holiday Season

During holiday periods (November-January), families often express appreciation through gifts. Staff should:

- Gently remind families that gifts are not expected or required
- Suggest alternatives such as cards, shared treats for the team, or donations to York Care Centre Foundation
- Apply the same dollar thresholds regardless of season

Multiple Small Gifts

If a resident or family provides multiple small gifts over time that collectively exceed reasonable limits, staff must notify their supervisor. The cumulative pattern, not individual gift value, may indicate inappropriate relationship dynamics.

DOCUMENTATION

Staff must report to their supervisor:

- Any gift received (value of \$25 or less)
- Any gift they declined that exceeded policy limits
- Any situation where they felt pressured to accept a gift
- Any pattern of gift-giving that seems excessive or inappropriate

CONSEQUENCES OF NON-COMPLIANCE

Violation of this policy may result in:

- Requirement to return the gift
- Formal disciplinary action up to and including termination
- Reporting to professional regulatory bodies if applicable

RESIDENT AND FAMILY EDUCATION

York Care Centre will:

- Include information about this policy in admission materials
- Post summarized guidelines in common areas
- Emphasize that quality care is never contingent on gifts

QUESTIONS AND CONCERNS

Staff who are uncertain about whether a gift is appropriate should discuss with their supervisor before accepting any gift.

Appendix B

Excerpt from Shannex Resident Handbook

Gifts & Gratuities

Gifts and gratuities are not expected. Shannex prides itself on the care and services it provides to residents. Teamwork is the foundation of our Philosophy of Service. The role each person plays in maintaining the home and ensuring residents have what they need is critical and it takes many individuals to provide care as well as support the operations of each home. To this end, staff are not permitted to accept individual gifts from residents or families. If you would like to acknowledge the team, we offer the following suggestions on how you can communicate your appreciation: • Donation to the resident/family council • A gift that can be shared and enjoyed by all staff (i.e. chocolates, cookies, flowers) • Thank you notes • Donation to a local charity of your choice (i.e. Alzheimer's Society, MS Society).

Code of Ethics and Professional Conduct

A Message from our Board of Directors

The reputation of our organization is shaped by our actions, choices, and decisions each day. Together we must:

- Work in the best interests of our residents and clients
- Act fairly and objectively
- Recognize and address conflicts of interest
- Exercise our best judgment
- Protect the confidentiality of the information entrusted to us
- Come forward if we see something that we think is not in the best interests of the people we serve or our organization, and
- Have the courage to stand up for what is right



This code is mandatory and applies to all board members, employees, students and volunteers of the York Care Group of Companies.

RESPECT AND DIGNITY

- We treat everyone with equal dignity regardless of race, colour, national origin, religion, age, marital status, gender, sexual orientation, disability, social condition, or political belief.
- We uphold human rights principles in all interactions.
- We promote safety, competence, care, respect, recognition and inclusion in our workplace.
- We maintain professional boundaries with staff, residents, clients and their families. Interactions of a sexual nature between staff and residents are strictly prohibited.
- We are committed to providing an environment free of harassment.

CONFIDENTIALITY AND PRIVACY

- We protect confidential information, personal and non-personal, obtained through our work.
- We collect, use, and disclose personal information in compliance with PHIPAA and PIPEDA.
- We share confidential information on a “need-to-know” basis.
- We report serious misconduct in confidence. Employees are protected when speaking up about unethical or illegal activities.

PROFESSIONALISM

- We demonstrate a strong work ethic.
- We demonstrate honesty regarding working hours and maintain focus while at work.
- We maintain a drug and alcohol-free workplace and prohibit working under the influence of drugs or alcohol.
- We represent York Care Centre positively in public communications.
- We are familiar with and comply with all applicable laws, regulations and organizational policies.
- We follow established policies for procurement, hiring, and financial management.

INTEGRITY AND TRANSPARENCY

- We provide accurate and complete information when responding to reasonable requests.
- We maintain complete and accurate documentation and financial records and follow retention standards.
- We use organizational resources responsibly, for their intended purposes and not for personal use.
- Purchasing decisions reflect value for money and avoid conflict of interest.
- We ensure expenses are reasonable and follow corporate policy. We avoid excessive entertainment costs when conducting business.
- We avoid conflicts of interest and disclose any potential conflicts promptly.
- We do not participate in decisions that could financially benefit ourselves or family members.
- We never accept loans or bequests from residents. We may accept only nominal gifts from residents or families.
- We protect all corporate assets including intellectual property.
- We do not allow outside activity to interfere with job performance.
- We do not engage in any form of political activity during working hours or on the premises of York Care Centre.

*The policies referenced in this document can be found in the
YCC Policies and Procedures Folder on any
YCC computer desktop.*

BRIEFING NOTE

To: Research and Ethics Committee of the Board of Directors

From: Geri Geldart, President and CEO

Date: February 5, 2026

RE: Recognition as an Employer of Choice

A. PURPOSE

To update the Committee on the management team's decision regarding pursuing recognition as an Employer of Choice.

B. BACKGROUND

As outlined in our Strategic Plan – Employer of Choice we committed to pursuing recognition as a top place to work. Shelley Kenny was tasked with the goal of examining the feasibility of such recognition based on the requirements of the various programs that are available. The Senior Leadership Team has reviewed her findings.

C. OPTIONS

Three options are available for consideration.

1. Great Place to Work Certification
2. Atlantic Canada's Best Places to Work Competition
3. Canada's Top 100 Employers Competition

Great Place to Work Certification

GPTW Certification recognizes employers who create an outstanding employee experience and an amazing workplace culture. It uses a 2-step which includes an employee survey and an application / questionnaire completed by the employer. The employee survey probes aspects such as trust, respect, fairness, pride and camaraderie. The organization receives the results and is provided with benchmark data from other organizations who participate in the process. Best Places certification means the organization has achieved 65% or more positive responses on the survey.

If successful, the organization is able to use the branding tools and promotional assets (digital certification "badge", social media graphics, access to co-branded swag, etc. Once certified, the organization is considered for placement in the "Best Workplaces" lists – and there are several lists.

The program fee is unknown at this time. Must book an appointment with a sales agent to get the price. Shannex has been certified as a Great Place to Work.

Atlantic Canada's Best Places to Work Competition

Organized by Atlantic Business Magazine, this is one of several "Atlantic Canada's Best..." competitions. This competition assesses employers on seven criteria such as corporate culture, benefits/remuneration, professional development, and opportunities for career advancement. Once the organization pays the enrollment fee of \$350, they are asked to complete a nomination form / questionnaire. Questions focus on description of the workforce, turnover, work environment, engagement, health and wellness, compensation, performance reviews, training, paid time off, etc. Nomination forms are submitted by September each year, with awards announced in January of the following year. This year, there were 20 winners from 255 nominations. There were no long term care facilities in the list of winners.

Canada's Top 100 Employers

The *Canada's Top 100 Employers* project has been in place for 25 years. The purpose of the program is to highlight what the best employers offer in terms of benefits and culture and to encourage others to raise the bar. Employers who are selected offer progressive programs and policies and actively seek to address employee concerns through engagement, leveraging feedback for policy change and benefit enhancements. The methodology is based on a comparison of employers in similar industries, region, and size. Employers are evaluated on eight selection criteria: (1) Workplace; (2) Work Atmosphere & Social; (3) Health, Financial & Family Benefits; (4) Vacation & Time Off; (5) Employee Communications; (6) Performance Management; (7) Training & Skills Development; and (8) Community Involvement. The fee to enroll in the competition is \$1700. Applications open in February of each year, with awards announced in November each year. The current list of winners included only 2 hospitals, and no long term care facilities.

D. CONSIDERATIONS

- The Great Place to Work program, as a certification rather than a competition, makes it possible to achieve recognition without needing to be successful in a competition. This program also provides benchmark data which would be quite informative. We won't know the cost of the program until we meet with the organization, but I would expect that the fee would be in the \$2,000 - \$5,000 range given that they provide the results of the survey and the benchmark information. This is the only program which recognized a long term care organization.
- The Atlantic Canada's Best Places to Work program has not yet included a long term care organization in its list of winners. The cost to be nominated is nominal and the effort required is not significant.
- The Canada's Top 100 Employers program seems like a bit of a stretch. The cost is not excessive, but it does not provide much in return. The competition is likely to be strong, and given that they have not awarded to a long term care facility, the likelihood of success is slim.

E. RECOMMENDATION

The Senior Leadership Team recommends:

- pursuing the Best Places To Work Certification, within the 26/27 fiscal year, conditional on a reasonable fee (less than \$5,000).
- pursuing the Atlantic Canada program in 2027/28.
- Monitoring the Canada's Top 100 Employers program for future consideration.