

**Board of Directors
AGENDA**

Monday, March 31, 2025 @ 5:30pm

Item	Description	MRP
1.0	Call to Order	Marjorie Belzile
2.0	Declaration of Conflict of Interest	Marjorie Belzile
3.0	Approval of Agenda	Marjorie Belzile
4.0	Approval of Previous Minutes: February 18, 2025*	Marjorie Belzile
5.0	Business Arising from the Minutes	
6.0	Standing Reports	
6.1	Finance & Administration Report	Pierre LeBlanc
6.2	2025 – 2026 Annual Budgets*	Heather Harris-Jones
	6.2.1 York Care Centre Inc.	
	6.2.2 York Development Inc.	
	6.2.3 Centre of Innovation & Research in Aging Inc.	
	6.2.4 York County Properties	
6.3	Report from the President & CEO*	Geri Geldart
6.4	Strategic Planning Committee Update*	Bryanna White-Aubé
7.0	In-camera session	
8.0	Date of Next Meeting: Monday, May 5, 2025 @ 5:30pm	

**Denotes attachment*

Proposed Motions

1. That the minutes of February 18, 2025, be approved.
2. That the 2025 – 2026 Annual Budgets for York Care Centre Inc., York Developments Inc., Centre of Innovation & Research in Aging Inc., and York County Properties be approved as presented.

**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive,
Fredericton NB,
Meeting on February 18, 2025 at 5:30pm**

Present: Marjorie Belzile, Lyne St-Pierre-Ellis, Pierre LeBlanc, Andrea Seymour(virtual), Donna Curtis-Maillet, Dana Burse(virtual), Wayne Albert, Wayne Snowdon, Tracey Burkhardt, Geri Geldart (non-voting), Hector Losier (non-voting)

Regrets: Bryanna White-Aubé

1. **Call to Order** The chair, Ms. Belzile called the meeting to order at 5:28 pm.

2. **Declaration of Conflict of Interest**

Ms. Belzile asked members to review the agenda and self identify if there was the potential for a conflict of interest. None identified.

3. **Approval of Agenda**

It was moved by Pierre LeBlanc and seconded by Lyne St-Pierre-Ellis that the agenda be approved with the addition of Item 6.4.4 WSNB Rebate. All in favour. - Motion carried

4. **Approval of Minutes – November 18, 2024**

It was moved by Tracey Burkhardt and seconded by Donna Curtis-Maillet that the minutes of November 18, 2024 be approved as presented. All in favour. - Motion carried

5. **Business Arising from the Minutes**

Nothing to report.

6. **Standing Reports**

6.1. **Quarterly Update from the President & CEO**

6.1.1. **Report from President & CEO**

Ms. Geldart provided an overview of her report which was circulated with the meeting package.

Highlights included:

- Lawton's Drugs transition is on schedule for next week. Tamsen Arnold has been leading this project.
- The Care Services team have undertaken the annual Quality of Life Survey, as part of our participation in the Seniors Quality Leap Initiative Collaborative. Preliminary results have been received and will be presented at the next meeting of the Care Services team.
- As promised during the election campaign, Government announced a \$10,000 retention bonus for RNs and LPNs to be paid in December. Although nurse managers in the Health

Authorities were provided with the same retention bonus, our Directors of Care were not included. NBANH has been lobbying government to extend the bonus to our Directors of Care. No further update has been received.

- We are monitoring the potential staffing impact of the new Oromocto Nursing Home which is slated to open in the fall of 2025.
- The Nurse Call System replacement project is well underway and progressing well. We anticipate completion in late April.
- Marjorie, Jamie and Geri welcomed Minister Miles on January 14th, providing her with a facility tour and an overview of our key issues. She seemed very engaged in the discussion.
- WorksafeNB provided a significant premium rebate which Social Development expects nursing homes to use appropriately for the benefit of their residents. A plan submission must be submitted to DSD by February 21st outlining the intended use of the rebates.
- Richard Losier has been rebuilding the NBANH staffing resources with the hiring of Justin Wies as chief operating officer, Tom Mann on a temporary contract as the lead negotiator for the upcoming bargaining discussion and Melanie McCashion will be joining as a Wellness Coordinator.
- The annual meeting of NBANH will be held in May 2025. The deadline for submission of resolutions is April 2nd. YCC has been asked if we are interested in adding our name to the resolution regarding management salaries. A recommendation will be made to conduct a sector wide joint job evaluation.
- Nominations are now open for two awards: Lifetime Achievement and Resident-Centered Home. Both will be presented at the AGM. Board members were asked to bring forth suggestions.
- York Care Foundation is once again funding the summer concert series. Mark your calendars: June 16th, July 21st and August 18th.

6.1.2. Q3 Operating Plan Progress Report

Ms. Geldart shared the Quarter 3 Operating Plan Progress Report and the KPI Dashboard. She reported that 47% of the team's operational goals have been completed, and most are on track for completion by year-end.

6.2 Research and Ethics Committee

6.2.1 Q3 Research and Ethics Committee – Report of Committee Chair

Ms. Burkhardt provided the report from the Research and Ethics Committee. Highlights included:

- The Master Data Sharing Agreement with UNB meeting was held with NBIRD. Social Development has been gathering data sharing documentation from LTC homes as well. We are waiting for additional direction from SD.
- CiRA Funding Opportunities:
 - PHAC Dementia – submitted January 7th for \$30K/year for 4 years. Recruiting rural, French seniors to use 2 RWM bikes in community settings.
 - GENIE funding - \$2.6M over 4 years – funding was not awarded.
 - CABHI SuzyQ procurement funds of \$50K – has been awarded. Faye Webb from Greener Village will be temporarily joining us to assist with change management.
 - HSPP – carry over funds were exhausted by December 31, 2024.

- CiRA attended the AGEWELL/APPTA October 23 & 24: PHAC Human Rights poster received positive exposure and the Canadian Association on Gerontology Oct 24 – 26. CiRA exhibit booth was split with innovator Mark Chignell and 2RWM was on display.
- HSPP Symposium Nov 6+7 Fredericton: Med Review RX presented and CiRA was in attendance. 28,000 participants across NB and 67 projects. CiRA had 7 projects and 200 participants + 725 on our RCT poly project.
- Loch Lomond Villa – A meeting was held to discuss their research strategic plan and examine the feasibility of partnering on some funding applications. This will be examined during YCC's strategic plan development.
- UNB Institute of Population Health – Meeting was held with Dr. Jennifer Russell and Emily Read to discuss partnership with their Aging Families priority. They will await our strategic plan to be completed.
- An opportunity for YCC to purchase sleep kits and aromatherapy products was presented from CABHI.
- PHAC data collection extended until March
- Human rights of older seniors' data collection and interviews have started. Website launch is targeted for February. Sustainability of the website is a possible concern.
- Research registry is available on the board portal.
- The Code of Ethics and Professional Conduct is currently under review. The final draft will be presented at the Q4 meeting for approval.
- CiRA staff is currently at 2 individuals, with contracts coming to an end in the next fiscal year. The future of CiRA is expected to be addressed in the strategic plan. We need to engage in work that focuses on our mission.

6.3 Care Services Committee

6.3.1 Q3 Care Services Committee – Report of Committee Chair

Ms. Seymour provided the report from the Care Services Committee. Highlights included:

- There were 4 clients utilizing our relief care beds for a total of 68 days. 6 bookings cancelled prior to arrival, 3 of which were due to no physician coverage.
- 21 of the 39 clients of NHWW are without a family doctor. Suggested to include a nurse practitioner with the next budget under YDI. Jamie will present the option to our group of physicians for their feedback.
- Residents had the opportunity to receive 4 different vaccinations this fall: influenza, covid, RSV and pneumococcal. A total of 838 vaccines were administered.
- Bedside audits were conducted, achieving a facility average of 95% this quarter.
- KPI's remained stable this quarter, Pressure injury numbers, compared to a year ago when staffing was below optimal levels, are very good. Often new pressure injuries are a result of residents returning from a hospital stay.
- Quality-of-Life surveys were completed by 59 family members and 73 residents.
- There are 82 registered volunteers averaging 83.75 hours during this quarter. Volunteers are encouraged to sign in and log their hours.
- Resident Council donated to 2 families with Cuffman Street school for Christmas as part of their community engagement.
- The Adult Day program had 24 registered clients in December, meeting the 45 seats goal.
- Roof replacement of 95 Sunset was completed, funded by New Brunswick Housing.

6.4 Finance and Administration Committee

6.4.1 Q3 Report of Committee Chair

Mr. LeBlanc presented the Q3 Finance & Administration report, including the following:

- Slight deficit of \$31,000 currently. Our budget is running close to balanced due to being fully staffed.
- WSNB refund of \$526,000 was received in December.

6.4.2 Unaudited Financial Statements for the period ending December 31, 2024

The unaudited financial statements for the period ending December 31, 2024 were included in the meeting package.

Motion: It was moved by Wayne Snowdon and seconded by Wayne Albert that the Board of Directors approve the unaudited financial statements for the period ending December 31, 2024 as presented by the Finance Committee. All in favour. - Motion Carried

6.4.3 Risk Management Framework

Ms. Geldart presented the Risk Management Framework document that was included in the meeting package for feedback. Additional items to add include:

- Loss of critical resources
- Fraud risk
- Violent incidents code from Worksafe NB.

This framework will be presented yearly to the appropriate committees.

6.4.4 WSNB Rebate

Ms. Geldart circulated the preliminary use document for the disbursement of the \$526,000 rebate received from WSNB.

○ For resident focused equipment	\$169,000
○ Building equipment	\$171,000
○ Infrastructure	\$ 10,000
○ Employment engagement	\$100,000
○ Current year challenges	<u>\$ 70,000</u>
Total	\$520,000

Motion: It was moved by Pierre LeBlanc and seconded by Wayne Snowdon that the Board of Directors approve the \$526,000 WSNB rebate be allocated as per the preliminary plan, for one time and/or already incurred expenditures, as presented by the CEO. All in favour.

- Motion Carried

6.5 Governance and Audit Committee

6.5.1 Q3 Governance and Audit Report of Committee Chair

Ms. St-Pierre-Ellis presented the Q3 report from the Governance and Audit Committee.

6.5.2 Governance Process Policies Review

The following 8 Governance process policies were reviewed:

Gov-A-100 Assessment: Board Chair & Members

Gov-B-110 Board Responsibility

Gov-B-112 Board Members Acknowledgement of Role & Responsibility
Gov-B-115 Board Members Code of Conduct
Gov-B-120 Board Membership Skill Matrix
Gov-N-260 Nominating Process
Gov-S-280 Strategic Plan
Gov-T-185 Timeline for Submission to Members

Motion:

It was moved by Lyne St-Pierre-Ellis and seconded by Andrea Seymour that Governance Process Policies Gov-A-100 Assessment: Board Chair & Members; Gov-B-110 Board Responsibility; Gov-B-112 Board Members Acknowledgement of Role & Responsibility; Gov-B-115 Board Members Code of Conduct; Gov-B-120 Board Membership Skill Matrix; Gov-N-260 Nominating Process; Gov-S-280 Strategic Plan and Gov-T-185 Timeline for Submission to Members be approved as presented. All in favour.

- Motion carried

6.5.3 Board Evaluation Questions

Evaluation questions for board members were circulated in the meeting package which will be distributed this week for completion.

6.5.4 Bylaws – York County Properties Inc and York Development Inc.

Ms. Geldart shared the briefing note regarding the bylaw updates for York County Properties and York Development Inc which was included in the meeting package.

It was moved by Lyne St-Pierre-Ellis and seconded by Donna Curtis-Maillet that the CEO and the Chair of Governance review/revise the bylaws of YCP and YDI to ensure alignment with the YCC bylaws. The revised bylaws should be presented to the Governance and Audit Committee in April, with the intention of bringing a final set of bylaws to the June meeting of the Board of Directors, following the amendment process outlined in the current bylaws (2017). All in favour.

- Motion Carried

6.5.5 Ends Policies – Monitoring Framework

Ms. Geldart presented a briefing note regarding the draft monitoring framework for the board's Ends policies. This framework will be incorporated into the KPI dashboard and used in evaluating achievement of the board approved Ends.

6.5.6 2025 – 2026 Board and Committee Meeting Schedule

Ms. Geldart shared the draft 2025 – 2026 Board and Committee meeting schedule. An adjustment will be made to the Care Services meeting in February and distributed to members.

6.6 Strategic Planning Committee

6.6.1 Progress Report

Ms. Geldart provided the progress statement and next steps of the strategic planning committee which was included in the meeting package.

6.7 Report from the York Care Foundation Board Chair

Mr. Losier provided an update on the York Care Foundation. Highlights include:

- The Foundation has generated \$40,285 in profit (restricted & unrestricted) in 2024.

- Upcoming campaign for Tower 2 refurbishment is underway.
- Casey Glennen, co-owner of Par 94 Golf has joined the Foundation board.
- Planning has started for the Golf tournament in June. The limit is 28 teams.
- The donated Garden shed from the carpenters union will once again be available for sale in the spring.
- Fundraising breakfast will be held on September 27th at Willie O'Ree arena.

7. New Business

7.1 Statement of Confidentiality

Ms. Geldart distributed the annual statement of confidentiality to members to review and sign.

8. Next meeting: Monday March 31, 2025 @ 5:00pm

The meeting was adjourned at 7:27pm on a motion by Wayne Snowdon.

Marjorie Belzile, Chair

Jennifer Vos, Recorder

SUMMARY OF 2025-26 PROPOSED BUDGETS

		2024-25 Approved Budget	2025-26 Proposed Budget	Change From 2024-25	
York Care Centre Inc.	Total Revenue	24,164,860	24,244,214	79,354	0.33%
	Total Expenditures	24,164,860	24,271,749	106,889	0.44%
	Surplus (Deficit)	<u>0</u>	<u>-27,534</u>	<u>-27,534</u>	
York Developments Inc.	Total Revenue	1,569,810	1,686,130	116,320	7.41%
	Total Expenditures	1,520,404	1,639,437	119,033	7.83%
	Surplus (Deficit)	<u>49,406</u>	<u>46,693</u>	<u>-2,713</u>	
CIRA	Total Revenue	556,444	80,900	-475,544	-85.46%
	Total Expenditures	562,356	88,781	-473,575	-84.21%
	Surplus (Deficit)	<u>-5,912</u>	<u>-7,881</u>	<u>-1,969</u>	
York County Properties Inc.	Total Revenue	20,000	12,362	-7,638	-38.19%
	Total Expenditures	20,000	12,362	-7,638	-38.19%
	Surplus (Deficit)	<u>0</u>	<u>0</u>	<u>0</u>	
Grand Total	Total Revenue	26,311,114	26,023,607	-287,507	-1.09%
	Total Expenditures	26,267,620	26,012,328	-255,292	-0.97%
	Surplus (Deficit)	<u>43,494</u>	<u>11,278</u>	<u>-32,216</u>	

Last Updated: March 17, 2025



**YORK CARE CENTRE INC.
PROPOSED BUDGET 2025-26**

	2024-25 Budget Approved	2025-26 Budget Proposed	Change Year over Year
Grant from Social Development	23,049,974	23,209,604	159,630
Estimated Revenue from other sources	1,114,886	1,034,610	-80,276
Total Estimated Revenue (Excluding Budget Amendments)	24,164,860	24,244,214	79,354
Operating Expenditures:			
Care Services, Recreation & Pastoral Care	10,525,474	10,496,480	-28,994
Operations, Dietary and Environmental Services	6,611,806	6,936,644	324,838
Administration, Education and Employee Benefits	3,925,125	3,828,069	-97,056
Research	45,000	0	-45,000
Capital Mortgage, Loan payments and Depreciation	3,057,455	3,010,555	-46,900
Total Ordinary Expenditures	24,164,860	24,271,749	106,889
Ordinary Surplus (Deficit)	0	-27,534	-27,534
Less Transfer to Replacement Reserve Fund	0	0	0
Net Increase (Decrease) in Operating Fund balance	0	-27,534	-27,534

Assumptions for 2025-26 Budget:

- a. The budget has a cost of living increase (COLA) for non-bargaining staff members, 1.5% increase April and October, (2.25% Average for the year, total \$28.9K) and contract increase for Dietician.
- b. No change was made to the payroll rates for union members as they are still in negotiations.
- c. No standard inflation rate was applied. Budget spends were set by Year over year review of expenditure spends and consultation with Cost Center Managers.
- d. This budget uses \$27,534 of the Work Safe Refund for Culture and Professional Development.
- e. This budget will be revised once the 2025-26 funding document from Social Development is received.
- f. The impact of tariffs will be factored into the revised budget once DSD funding is known.

Budget Priorities:

1. Maintain appropriate staff levels for all areas and work throughout the facility.
2. Continue recruitment as needed in all areas.
3. Continue RA training to maintain / increase available resources.
4. Develop staff and organizational culture.
5. Continue with strategic communication plan.
6. Maintain infrastructure renewal and risk management focus.



	York Care Centre Inc. Budget	York Care Centre Inc. Budget Proposed 2025-26	York Care Centre Inc.
	Approved 2024-25	Proposed 2025-26	Variance
Operating Revenue	23,055,975	23,219,604	1 163,630
Less Vacant Bed Day Revenue reduction	-6,000	-10,000	-4,000
Recoveries	1,114,886	1,034,610	2 -80,276
Total Revenues	24,164,860	24,244,214	79,354
Care Salaries	9,790,720	9,745,952	3 -44,768
Care Supplies	382,150	384,677	2,527
Recreation Salaries	293,292	302,825	9,533
Recreation Supplies	31,109	34,775	3,666
Pastoral Salaries	0	0	0
Pastoral Supplies & Contract for Services	28,202	28,250	48
Total Care Services	10,525,474	10,496,480	-28,994
Research - Supplies & Expenses	45,000	0	4 -45,000
Total Research	45,000	0	-45,000
HR - Salaries	313,552	326,814	13,262
HR - Supplies	44,200	42,625	-1,575
Dietary Salaries	1,263,007	1,296,088	5 33,081
Dietary Supplies	1,116,500	1,193,200	6 76,700
Environmental Services Salaries	1,675,911	1,806,205	7 130,294
Environmental Services Supplies	2,198,636	2,271,713	8 73,077
Total Operations	6,611,806	6,936,644	324,838
Administration Salaries	550,426	578,970	9 28,544
Administration Supplies	232,276	214,615	10 -17,661
Education Supplies	77,500	75,000	11 -2,500
Employee Benefits	3,064,924	2,959,484	12 -105,440
Total Administration Services	3,925,125	3,828,069	-97,057
Total Capital Operating	3,057,455	3,010,555	13 -46,900
Total Expenses	24,164,860	24,271,749	106,888
Operating Surplus/(Deficit)	0	-27,534	-27,534
Capital Budget Items	142,225	168,275	26,050
Net Surplus/(Deficit)	-142,225	-195,809	-53,584

Operating Income Adjusted for Depreciation (Before Capital Budget)	
Operating Income Budget	-27,534
Mortgage Principal in Operating Budget	2,321,171
Depreciation on buildings	-999,402
Operating Income Adjusted for Depreciation (Before Capital Budget)	1,294,235

- The DSD funding was estimated by using inflation or known factors: 3.75% on Supplies, 7.8% NB Power - GS Class, Admin 2.25% average, Dietician contract increase, and Property Tax - Actual increase.
- Overall lower recoveries, mainly Admin \$54.1, and lower Deferred contributions \$26.3.
- Budget reflects full staffing required to meet resident care hours and align with DSD FTE's.
- Research grant to CIRA was eliminated.
- Reflects contract increase for the Dietician, Step increase and increase of 0.6 FTE for a cook position.
- Main increases are with food costs \$43K, and Dave's Café food \$37K.
- Increase due to Step increase, addition of 1.4 FTE for Environment Attendant and new position Environment/IT manager (8 months).
- Main areas for inflationary increases are Contracts \$30K, Purchasd Services \$60K, Electricity \$53K, House Keeping /Laundry Supplies \$45K offset by lower R & M \$40K, Software \$26K, equipment \$13K and Natural gas \$24K.
- Increase due to COLA increase for all non-bargaining staff.
- Lower consultant budget.
- Culture and professional training of \$27,500 covered by Worksafe refund.
- Decrease due to lower pension rate and year over year review, offset by higher worksafe and EI.
- Includes principal and interest for operating budget and depreciation on equipment.

York Care Centre Inc.**Capital****2025-26****Description****Proposed
2025-26
Budget****Depreciation
Period
in Years****Depreciation
2025-26
(1/2 Year rule)****Depreciation
Ongoing****Capital Purchases Budgeted**

Video Surveillance Security system	50,000	1	5	5,000	10,000
Auto Scrubber	40,000	2	5	4,000	8,000
Dietary Equipment (Blast Chiller)	28,875	3	5	2,888	5,775
Laundry Equipment (Washer)	34,400	4	5	3,440	6,880
Laundry Equipment (Dryer)	15,000	4	5	1,500	3,000
Other Misc Equipment	0		5	0	0
Total Equipment > \$10,000	<u>168,275</u>		5	<u>16,828</u>	<u>33,655</u>

Total Capital Budget 2025-26 168,275 16,828 33,655

Notes:

1. Enhancement and expansion of video surveillance system, (risk management).
2. Replacement of auto scrubber that is 8 years old. Current machine will be backup machine.
3. Replacement of blast chiller in kitchen that is 25 years old and parts are no longer available.
4. Replacement of commercial washing machine and dryer in laundry that is 15 and 22 years old.

* The Capital thresholds for YCC is \$10,000 .

YORK DEVELOPMENTS INC.
SUMMARY - PROPOSED BUDGETS 2025-26

	2025-26 Proposed Budget SH	2025-26 Proposed Budget YDI	2025-26 Proposed Budget ADP	2025-26 Proposed Budget Consolidated
Total Revenue	<u>918,879</u>	<u>591,185</u>	<u>176,066</u>	<u>1,686,130</u>
Expenditures:				
Salaries and Benefits	401,154	81,176	129,800	612,129
Tenant Support Costs	81,537	0	30,302	111,839
Buildings and Grounds	171,008	253,939	0	424,947
Administration	74,488	192,714	13,585	280,788
Loan Interest Expense	57,889	0	0	57,889
Depreciation	132,612	19,234	0	151,846
Total Ordinary Expenditures	<u>918,687</u>	<u>547,063</u>	<u>173,687</u>	<u>1,639,437</u>
Ordinary Surplus (Deficit)	<u>191</u>	<u>44,122</u>	<u>2,380</u>	<u>46,693</u>
Less Transfer to Replacement Reserve Fund	-18,000	-18,000	0	-36,000
Less Transfer to Vacancy Loss	0	0	0	0
Net Increase (Decrease) in Operating Fund balance	<u>-17,809</u>	<u>26,122</u>	<u>2,380</u>	<u>10,693</u>

York Developments Inc.
(Supportive Housing)
BUDGET - 2025-26

	Approved 2024-25 Budget	Proposed 2025-26 Budget		Difference to Prior Year Budget
Revenues				
Rentals	366,710	378,128	1	11,418
Revenue for Care Hours from Social Dev't	156,810	203,429	2	46,619
Revenue for Care Hours from Others	3,903	7,218		3,315
Revenue Tenant Services - Supportive Housing	250,388	255,354	3	4,966
Amort. Of Deferred Contributions	57,250	57,250		0
Other Revenue	15,000	17,500	4	2,500
Total Revenues	850,060	918,879		68,818
Operating Expenses				
Salaries and benefits	338,035	401,154	5	63,119
Tenant Support Costs	61,170	81,537	6	20,367
Building & Grounds	164,085	171,008	7	6,922
Administration	56,582	74,488	8	17,906
Loan Interest Expense	61,084	57,889	9	-3,195
Depreciation	143,869	132,612	9	-11,257
Total Expenses	824,825	918,687		93,862
Ordinary Surplus (Deficit)	25,235	191		-25,044
Transfer to Replacement Reserve	-18,000	-18,000		0
Transfer to Vacancy Loss	0			0
Change in Fund Balance	7,235	-17,809		-25,044

1. Rent increase of 3% approved by NB Housing effective June 1st.
2. *Increased to reflect the continuing trend for higher care.*
3. Increase to Tenant Service fees of \$12/month, to \$707, effective November 1st.
4. Continued higher interest but lower than actuals 2024-25 forecast for future lower rates.
5. Increase Staffing to cover the additional care hours and overall higher benefits.
6. Increased food costs per meal from \$2.65 to \$3.55 to align with food cost review.
7. Higher Electricity \$8.8K, Property Taxes \$2.0K, Equipment/Furniture \$2K offset by lower Repair & Maintenance \$5K.
8. Increased Admin Staff Allocation to align with actual YCC staff hours.
9. Reduced depreciation on equipment offset by higher depreciation on building (equivalent to principal).

**YORK DEVELOPMENTS INC
(APARTMENTS)
BUDGET 2025-26**

	Approved 2024-25 Budget	Proposed 2025-26 Budget		Difference Approved to Prior Year Budget
Revenues				
Rentals	535,801	555,700	1	19,899
Amort. Of Deferred Contributions	16,140	19,552	2	3,412
Other Revenue	15,824	15,933		109
	567,765	591,185		23,420
Operating Expenses				
Wages & Benefits	93,913	81,176	3	-12,737
Building & Grounds	291,136	253,939	4	-37,197
Administration	146,058	192,714	5	46,656
Depreciation	17,168	19,234		2,066
	548,275	547,063		-1,211
Net Earnings (Loss) for YDI Apartments	19,490	44,122		24,632
Transfer to Replacement Reserve	-18,000	-18,000		0
Change in Fund Balance	1,490	26,122		24,632

1. Higher rental revenue due to 3% rental increase applied to all three buildings Oct 1.
2. Higher due to Foregiveable Loan amortized over 15 years (Roof Replacement 95 Sunset).
3. Lower due to consolidation of YCC Recoveries within the Admin Charges, offset by 3.0% COLA increase for the maintenance worker and addition of permanent partime maintenance worker \$21.7K.
4. Lower spend for reserve budget as Agreement with NB Housing in place \$30.5K, reduced recovery for security /Other support \$33.5K, offset by higher repair & maintenance \$15.0K, property taxes \$4.2K electricity \$2.4K and combined other \$5.2K.
5. Higher as consolidated YCC Recoveries, moved from Wages & Benefits to Admin Charges and overall combined year over year increase of \$11.4K to align to actual YCC staff time allocation.

York Developments Inc.
Adult Day Program
Budget for Fiscal 2025-26

	Approved Budget 2024-25	Proposed Budget 2025-26		Difference Proposed to Prior Year Budget
REVENUE				
Adult Day Program - Social Development	91,748	104,909	1	13,161
Adult Day Program - Client Pay	29,276	31,969	2	2,693
SD Payment for ADP Support Person	30,960	38,189	3	7,229
	<u>151,984</u>	<u>175,066</u>		<u>23,082</u>
Amortization of Deferred Contributions	2,000	1,000		-1,000
Total Revenue	<u><u>153,984</u></u>	<u><u>176,066</u></u>		<u><u>22,082</u></u>
OPERATING EXPENSES				
Wages and Benefits	102,235	129,800	4	27,565
Program Support Costs	31,318	30,302		-1,016
Administration and Overhead	13,751	13,585		-166
Total Expenses	<u>147,304</u>	<u>173,687</u>		<u>26,383</u>
NET EARNINGS (LOSS)	<u><u>6,680</u></u>	<u><u>2,380</u></u>		<u><u>-4,300</u></u>

1. Higher program revenue due to increase in average clients per day to 9 up from 8 in 24-25.
2. Higher Client Pay revenue due to overall higher number of clients.
3. Higher SD Support as higher number of clients require toilet support.
4. Higher Wages / Benefits due to increase of hrs for activity assistant.

Updated: March 14, 2025; 2:30 PM

**Centre for Innovation and Research in Aging Inc.
Budget 2025-26**

	Approved 2024-25 Budget	Proposed 2025-26 Budget		Difference from 2024-25 Budget
Revenues				
Interest Income	10,800	3,300	1	7,500
Project Workers Income	5,814	0		5,814
Other Revenue	45,000	0	2	45,000
Total Unrestricted Revenues	<u>61,614</u>	<u>3,300</u>		<u>58,314</u>
Research Project Revenue	<u>494,830</u>	<u>77,600</u>	3	<u>417,230</u>
Total revenue All Sources	<u><u>556,444</u></u>	<u><u>80,900</u></u>		<u><u>475,544</u></u>
Operating Expenses				
Salaries and benefits	5,814	0		5,814
Administration and Overhead Costs	57,445	7,775	4	49,670
Depreciation Expense	4,266	3,406		861
Subtotal	<u>67,525</u>	<u>11,181</u>		<u>56,345</u>
Research Project Expenses	494,830	77,600	3	417,230
Total Expenses	<u><u>562,355</u></u>	<u><u>88,781</u></u>		<u><u>473,575</u></u>
Ordinary Surplus (Deficit)	<u><u>-5,911</u></u>	<u><u>-7,881</u></u>		<u><u>1,969</u></u>

1. Decreased to reflect lower interest rate and lower bank balance.
2. No grant provided by YCC.
3. Lower revenue and matching expenditures as there is only 1 project with a completion date of June 30, 2025.
4. Lower as budget covers only audit fees. Small amount of building overhead costs is charged to project.



**YORK COUNTY PROPERTIES INC.
2025-26 PROPOSED Operating Budget**

	Approved 2024-25 Budget	Proposed 2025-26 Budget	Difference Proposed to Prior Year Budget
Operating Revenue			
Other Revenue			
Interest Income	<u>20,000</u>	<u>12,362</u>	1 <u>7,638</u>
Total Operating Revenue	<u><u>20,000</u></u>	<u><u>12,362</u></u>	<u><u>7,638</u></u>
Operating Expenses			
Buildings and Grounds			
Property Taxes	<u>312</u>	<u>340</u>	<u>-28</u>
Subtotal Buildings and Grounds	<u><u>312</u></u>	<u><u>340</u></u>	<u><u>-28</u></u>
Administration			
Reimbursement of YCC Expenses	19,638	11,972	2 7,666
Bank Charges	<u>50</u>	<u>50</u>	<u>0</u>
Subtotal Administration	<u><u>19,688</u></u>	<u><u>12,022</u></u>	<u><u>7,666</u></u>
Total Operating Expenses	<u><u>20,000</u></u>	<u><u>12,362</u></u>	<u><u>7,638</u></u>
Net Surplus (Deficit)	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

1. Reduced Interest revenue due to lower interest rates.
2. Lower reimbursement of YCC expenses due to lower revenue (this is equal to revenue less other expenses).

March 17, 2025



Report to the Board

President & Chief Executive Officer

For the period: February 14 – March 27, 2025

Prepared By:

| Geri Geldart, President & Chief Executive Officer
Presented on March 31, 2025

1.0 STRATEGIC PLAN, OPERATIONAL GOALS AND KPI DASHBOARD

- Our year end results will be reported in the Quarter 4 report.

2.0 CARE SERVICES

2.1 PHARMACY RFP

- We have successfully transitioned to our new Pharmacy provider (Lawton's). There is a small number of transitional billing issues which the team is working to resolve. Kudos to Tamsen Arnold for making this a successful transition.

2.2 SMOKING

- We have several residents who smoke but are not following our policies. In each case, the VP and DOC meet with the resident and POA to address the issues. A formal letter is sent in follow-up. Most residents work with us to solve the problem, however one resident continues to ignore the policy and poses a safety risk. Hopefully better weather will resolve the issue.

2.3 NURSING HOME WITHOUT WALLS

- Candace Purcell and her team hosted a group from across the country interested in hearing more about the Nursing Home Without Walls program. This visit was organized by the Department of Social Development who chose York Care Centre as a showcase facility.

3.0 PEOPLE AND CULTURE

3.1 LABOUR RELATIONS

- GNB, NBANH and CUPE are actively negotiating. Jamie Roy is a member of the negotiating team.

3.2 PENSION PLANS

- Government has introduced legislation to repeal the Pension Plan Sustainability and Transfer Act. As a result, all work to transfer the three plans to a shared risk model have ceased. Government plans to negotiate a new arrangement to ensure pension sustainability.

4.0 FACILITIES AND INFRASTRUCTURE

4.1 NURSE CALL SYSTEM REPLACEMENT

- This project is progressing well. We are hoping for a late April / early May completion.
- A major upgrade of our internal telephone system was successful completed. This involved a four-hour "Code Brown" when the telephone system was disabled. The project was coordinated by Michel Boyer. This upgrade was long overdue – something we had been pressing for with our former provider. We have now moved to a new provider and we have been pleased, so far, with the service. The cost of this upgrade was covered by DSD as part of the Nurse Call Replacement Project.

4.2 TOWER 2 REFURBISHMENT

- The first phase of the Tower 2 project has started. All common spaces are being painted with a new colour pallet. This project is funded by the York Care Foundation.

4.3 FRONT ENTRY PROJECT

- We submitted this project for funding as a budget amendment and we were very pleased to receive approval. The total project cost was \$30,000.

5.0 OTHER ITEMS

5.1 RESIDENT WITH LARGE OUTSTANDING DEBT

- We have a developing scenario with a resident who now has an outstanding debt of \$16,000. The Finance and Care Services team have been working with this resident and the POA for several months. The resident's monthly contribution amount is approximately \$3500 per month. The resident intentionally moves cash out of their bank account before we are able to process an automatic debit. We are following our policy / process. Multiple meetings have been held and follow-up letters sent. We have explored options to assist the resident but the resident refuses to cooperate. The POA is refusing to act, leaving us with very few options. I have notified the Department of Social Development and am waiting for a reply. Our next step is to provide a final letter from the CEO.

5.2 NBANH UPDATE

- The Association is making good strides at rebuilding the staff with qualified individuals. I have attached a newsletter for your information.
- The AGM will be held on May 14 and 15th. We will send out registration information as it becomes available. Please let us know if you would like to attend, so that we can register on your behalf.

5.3 MARK YOUR CALENDARS

- Just a reminder of the dates of our summer concerts.

June 16, 2024	SG and The Tone Kings	Blues and Classic R&B
July 21, 2024	Country Classics	Country
August 18, 2024	Town Cats	Country, Pop, Rock, Blues

- Add one more date to your calendar – the Nashwaaksis Y Service Club has invited York Care Foundation to be a recipient of the Community Breakfast Program. Our breakfast is scheduled for Saturday, September 27th. We need many volunteers to make this happen, so pencil it in your calendars!

Respectfully Submitted
Geri Geldart
March 27, 2025



NBANH Team Meets with Premier Susan Holt to Discuss Key Sector Issues

On Tuesday, March 25th, the NBANH team, led by CEO Richard Losier, met with Premier Susan Holt at her office for a crucial discussion on several pressing matters affecting the nursing home sector in New Brunswick.

Following a brief overview of the historical context surrounding negotiations, the meeting focused on four main topics:

Pensions Repeal – What Comes Next?

The Premier assured our team that the pension issue remains a priority. She expressed her desire for a negotiated resolution within a reasonable timeframe.

DON Bonuses

Our CEO requested a decision regarding bonuses for Directors of Nursing (DONs), and the Premier responded that the matter is currently under review. We anticipate receiving further information soon and will share updates as they become available.

Management Salaries

Our CEO shared the NBANH members' budget-related priorities with the Premier and further emphasized the importance of adjusting management salaries. This matter is currently under active consideration.

Additional beds and replacement of aging facilities

Discussions included the need for more beds and the importance of the replacements of aging homes.

We're also pleased to share that the Premier's Office has confirmed Premier Holt will attend our Annual General Meeting on May 14th. We look forward to welcoming her and continuing our dialogue.

Further updates will be provided as new information becomes available.



Gilles A. Gauthier - Director of Communications and Media Liaison - NBANH
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New Brunswick Association of Nursing Homes Inc.
Association des foyers de soins du Nouveau-Brunswick Inc.

Strategic Planning – Progress Statement - March 2025

In December 2024, the Board of Directors received a presentation on the progress made by the Strategic Planning Committee. The high-level SOAR statement and the strategic priorities were accepted. Since that time, the Senior Leadership Team held a planning day focused on the specific goals / initiatives that would move YCC forward. The team have struggled with understanding what a Centre of Excellence might look like. They also struggle with understanding how they, and their teams, could contribute beyond their current workload. They want to be sure they are doing a good job with their current responsibilities and worry that taking on new strategies will compromise their current performance. However, they also recognize that a strategic plan should be about strategies for moving the organization forward.

The Strategic Planning Committee met in mid-March to review an updated draft. The following elements were discussed:

a. Vision and Mission Statement

When we launched the strategic planning work, we did not spend time reviewing the vision and mission statement, feeling at the time that these statements continued to be valid – although some minor wordsmithing might be required. As our planning work evolved, and our strategic priorities revolve around our Board-approved Ends, it is clear that our vision statement is too narrow, focusing only on the Centre of Excellence concept. In a similar vein, the mission statement requires some wordsmithing. A draft is attached for your consideration.

b. Proposed Strategic Initiatives.

Further discussion occurred regarding the proposed strategic initiatives. A revised draft is attached for your consideration.

c. Proposed Next Steps

- The list of strategic initiatives to be presented for the board's consideration on March 31st.
- World Café on April 24th (1PM – 3:30PM).
- Modifications presented to the Strategic Planning Committee in late April
- Final Draft presented at the May 5th meeting of the board.
- Any further modifications in May.
- Final presentation to the board at the June meeting of the board.

Vision and Mission

1. Our Vision – the aspirational future we are building towards.

Current:

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

Proposed – revisions to reflect our three ends.

York Care Centre will be a Centre of Excellence in Long Term Care – the first choice for residents seeking quality care.

2. Our Mission (the work we do every day to bring it to reality)

Current:

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

Proposed:

To enhance the quality of life for those we serve by delivering person-centred care with compassion and excellence.

Strategic Priorities, Goals, and Initiatives

Strategic Priority - Residence of Choice

What We Believe

At York Care Centre, we believe that every resident deserves to live in a place that feels like home—safe, welcoming, and supportive of their unique needs. We are committed to providing exceptional care while fostering a strong sense of community, engagement, and belonging. We believe that quality of life is as important as quality of care and that continuous improvement, innovation, and responsiveness to resident and family feedback are essential to being a residence of choice.

What We Aspire To

We aspire to be recognized as a leader in aging care, setting the standard for excellence in long-term care. Our goal is to create an environment that prioritizes dignity, independence, and well-being, making York Care Centre the preferred choice for individuals seeking high-quality living and care options. We will continuously evolve by adopting innovative care practices, making strategic investments, and enhancing our services to meet and exceed the expectations of residents, families, and the broader community.

What We Will Do - Strategic Goals

1. Commit to Continuous Quality Improvement:

Strengthen our focus on resident-centred care with an emphasis on social engagement and best practices in care.

- Establish and implement a comprehensive quality improvement plan focused on meaningful social engagement, quality of care and quality of life, and an improved dining experience.
- Professional development for leaders in quality improvement tools and methods.
- Advocate for increased funding for activities, resident care, social work and education.

2. Explore & Adopt Innovative Care Practices:

Actively seek out and implement leading-edge approaches in aging care to enhance resident well-being and independence.

- Expansion of the Nursing Home Without Walls Program
- Investigate potential new housing models

3. Make Strategic Investments:

Ensure our infrastructure, technology, and amenities meet or exceed industry standards.

- 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.
- Pursue facility improvements such as resident room air conditioning.
- Consider the introduction of technologies which improve resident care, employee safety and process efficiency.

4. Enhance York Developments:

Expand and refine our range of services to better meet the needs of residents and the broader community.

- Conduct facility condition assessments and develop a long- term refresh plan.
- Enhance the services and facilities to improve the range of services.

Employer of Choice

What We Believe

At York Care Centre, we believe that an engaged, supported, and valued workforce is the foundation of exceptional aging care. A positive workplace culture—built on character, accountability, respect and excellence—is essential to attracting and retaining top talent. We are committed to fostering a healthy workplace where employees feel supported in their professional growth and recognized for their contributions.

What We Aspire To

We aspire to be the employer of choice in the long-term care sector by cultivating a culture of excellence, continuous learning, and employee well-being. Our goal is to create a workplace where staff take pride in their work, feel a strong sense of purpose, and have opportunities to grow in their careers. By prioritizing employee engagement and professional development, we will strengthen our team and, in turn, enhance the quality of care and services we provide.

What We Will Do - Strategic Goals

1. Build an Engaging Workplace Culture

Foster a positive and supportive workplace where respect, teamwork, and ethical conduct are at the core of our daily interactions. Actively seek employee feedback, celebrate achievements, and create opportunities for staff to have a voice in shaping the organization.

- Advocate for fair compensation for our employees
- Continue to advance morale, culture and engagement through the initiatives which improve
 - Work-life balance,
 - organizational communication,
 - recognition and respect, and
 - learning and development.

2. Commit to Learning & Professional Development

Invest in training, mentorship, and career advancement opportunities to empower employees and strengthen their expertise.

- Formal professional development for current and aspiring leaders.

3. Strengthen Our Reputation as an Employer of Choice

Position York Care Centre as a great place to work and develop a satisfying career in long term care.

- Showcase the accomplishments of our teams
- Establish a formal recruitment strategy
- Pursue formal recognition as a top place to work.

Centre of Excellence

What We Believe

At York Care Centre, we believe that aging care should be innovative, compassionate, and driven by the highest standards of excellence. Every resident deserves to live with dignity, respect, and the ability to make choices about their care. We are committed to not only providing exceptional services to our residents but also contributing to the broader long-term care sector by advancing best practices, adopting new technologies, and fostering meaningful collaborations.

What We Aspire To

We aspire to be a recognized leader in aging care—going beyond meeting expectations to shaping the future of the sector. Through education, innovation and research our Centre of Excellence will serve as a resource for other long term care facilities. By fostering partnerships and sharing expertise, we will elevate the quality of care, enhance quality of life, and create lasting impact both within and beyond our walls.

What We Will Do - Strategic Goals

- **Continue to Advance the Centre of Excellence Model**

Extend our impact by offering expert guidance, professional education, and consultancy services to support the larger long-term care community.

- Conduct a sector-wide needs assessment and gap analysis
- Develop a role definition for the Centre of Excellence
- Secure resources to support operations.

- **Expand Research & Knowledge Sharing**

Actively engage in research initiatives and contribute to the evolution of best practices in aging care.

- Develop a knowledge-sharing strategy (educational programs, conferences, social media, public campaigns on key issues, etc.)
- Develop a research strategy with priorities aligned with mission and strategy.
- Establish an academic affiliation to support our research program.