



# York Care Centre

Annual Report  
2025 - 2026

LEADING  
with  
*Excellence*





# Our Story

The York Care story is one of community dedication and support that spans more than five decades. In 1968, following the abolishment of the York County Council, local community leaders recognized the need for a modern facility to care for seniors in our region. Their commitment led to the creation of York Manor, a 76-bed nursing home that would serve as the foundation for what has grown into today's York Care Centre. From those beginnings, our services now encompass a 218-bed long-term care facility, an Adult Day Program, the Nursing Home Without Walls Program, a 31-bed assisted living facility, 72 independent living apartments for seniors, and CiRA—the Centre for Innovation and Research in Aging. This growth reflects our community's evolving needs and our commitment to meeting them.

Throughout our journey, we have remained true to our founding principle: providing compassionate care to those who need it most. What began as a response to community necessity has developed into a continuum of care that supports individuals and families at every stage of their journey. Guided by a volunteer Board of Directors, our team of healthcare professionals brings both expertise and commitment to their work. We understand that considering long-term care represents one of life's significant transitions, and we are committed to making that journey as comfortable and supported as possible. Today's York Care Centre stands as an example of what can be achieved when community vision meets professional dedication. We are more than a care provider—we are neighbors caring for neighbors, continuing a legacy of compassion that began in 1968.



# A message from the Board Chair & CEO

As we present York Care Centre's Annual Report for 2025–2026, we do so with pride and gratitude. We are proud of what our team has accomplished in this first year of our new strategic plan, and grateful to the community, donors, volunteers, and partners whose support makes it all possible.

This year marked a significant transition for York Care Centre. After five successful years under our “Building Our Future” plan, we launched our 2025–2030 Strategic Plan – Leading With Excellence. Our plan is organized around three pillars: Residence of Choice, Employer of Choice, and Centre of Excellence. This new plan reflects our ambitions for the next chapter, deepening our commitment to those we serve, strengthening our team and culture, and taking our place as a recognized leader in aging care in New Brunswick and beyond.

We are pleased to report strong progress across all three pillars in year one. The Tower 2 refurbishment, made possible through the remarkable generosity of donors to the York Care Foundation, is now well underway. Our advanced dementia unit is being transformed into a calmer, more engaging, and evidence-informed care environment. Our quality of care indicators remain strong, our facilities are being systematically assessed and maintained, and our teams continue to grow through professional development, recognition, and scholarship support. Our Nursing Home Without Walls program reached many more seniors in our community this year, connecting them with resources and creating meaningful opportunities for learning and social connection.

This year also brought meaningful external recognition. We were honoured to receive the Resident-Centred Home Award from the NB Association of Nursing Homes and the Business Excellence Award from the Fredericton Chamber of Commerce. These awards belong to every member of our team.

Our Board of Directors remained actively engaged throughout the year, advancing governance, endorsing our Centre of Excellence role definition, and supporting the launch of our accreditation journey. Their commitment to strong, mission-aligned governance is the foundation on which everything else rests.

As we close this first year of our new strategic journey, we are energized by what lies ahead. The foundation is strong. The team is committed. And our community continues to believe in us.

Thank you for your trust, your generosity, and your partnership.



*Marjorie Belzile*

Marjorie Belzile  
Board Chair

*Geri Geldart*

Geri Geldart  
President and Chief Executive Officer



# Board Leadership & Governance

## Board of Directors 2025-2026

York Care Centre is guided by a volunteer Board of Directors whose commitment to sound governance, strategic oversight, and the well-being of those we serve is reflected in everything we do. This year, as we entered the first year of our 2025–2030 Leading With Excellence Strategic Plan, our Board and its committees were active and engaged, providing direction, oversight, and leadership across a range of important initiatives.

Our Board committees met quarterly throughout the year, providing focused oversight and strategic direction aligned with the priorities of our new Strategic Plan. Their work ensures that governance at York Care Centre is not simply procedural, but genuinely connected to our mission, our values, and the people we are privileged to serve.



**Marjorie Belzile**  
Chair



**Bryanna White-Aube**  
Vice Chair



**Wayne Albert**  
Secretary



**Pierre LeBlanc**  
Treasurer



**Lyne St-Pierre-Ellis**  
Past Chair



**Andrea Seymour**  
Director



**Tracey Burkhardt**  
Director



**Donna Curtis Maillet**  
Director



**Deborah Wybou**  
Director



**Dana Bursey**  
Director



**Jane Mathews-Clark**  
Director



**Tim Boone**  
Director



**Rob Doyle**  
Director



**Lee Mitchell**  
Director

# Senior Leadership Team



**Geri Geldart**  
President & C.E.O.



**Michel Boyer**  
Director, Facilities  
& Infrastructure



**Wayne Solomon**  
Chief Financial Officer



**Shelley Kenny**  
VP People &  
Culture



**Jamie Roy**  
VP Care Services  
& Quality

## VISION

York Care Centre will be a Centre of Excellence in long-term care – the first choice for residents seeking quality care.

## MISSION

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

## VALUES

### Character

We do the right thing.

### Accountability

We live up to our commitments.

### Respect

We treat everyone with respect.

### Excellence

We strive for continuous improvement





# Strategic Priorities



## RESIDENCE OF *Choice*

*To provide a safe and home-like environment that positions itself as a residence of choice for individuals seeking a high quality of life and care.*

At York Care Centre, creating a place where residents truly feel at home is not simply a goal. It is the lens through which every decision is made. This year, under our new strategic plan, we deepened that commitment in meaningful and tangible ways.

### **Tower 2 Refurbishment**

The most visible achievement of 2025–2026 is the progress made on the Tower 2 refurbishment project. Thanks to a successful fundraising campaign by the York Care Foundation, which surpassed its target, we are transforming Tower 2 into an advanced dementia unit grounded in evidence-based design principles. Painting of the unit and balcony refurbishment is complete. Our team has invested thoughtful care and creativity into designing an environment that is calmer, more engaging, and more attuned to the needs of residents living with advanced dementia. We are deeply grateful to every donor and every staff member who has brought this vision to life.



## Resident-Centred Home Award

We were honoured to receive the Resident-Centred Home Award from the NB Association of Nursing Homes in recognition of the Memory Lane Project – Birch Grove project. This recognition reflects our team’s ongoing commitment to placing the needs and dignity of residents at the centre of all we do. It speaks to the everyday effort of our care, maintenance, recreation, dietary, and environmental services teams to create an environment that truly feels like home.

## Quality of Care

Our quality of care indicators continue to demonstrate strong performance across key clinical areas. Care Compliance has been maintained at 100% or above, and ongoing monitoring of indicators such as pain management, restraint use, and antipsychotic medication use reflects our culture of continuous improvement. This year we strengthened our quality improvement work through regular reporting of key performance indicators focused on both quality of care and quality of life. Regular audits of bedside care continued, and we were pleased to launch environmental services audits as a new addition to our quality assurance program, ensuring that the cleanliness and safety of our environment is subject to the same rigorous accountability as our clinical care.

## Caring for Our Environment

Ensuring our facilities are safe, well-maintained, and welcoming is a responsibility we take seriously. This year, we completed Facility Condition Assessments for both our long-term care facility and our independent apartment buildings at 91, 95, and 120 Sunset Drive, each laying the groundwork for comprehensive, long-term facility maintenance programs. We were pleased to receive a high score for the overall state of our nursing home facility. The assessment also identified our kitchen as an area to begin planning for future renewal, and we will be incorporating that into our long-range capital planning.

We also launched a multi-year project to bring air conditioning and improved cooling to resident rooms across our campus, a meaningful investment in resident comfort that will be implemented in phases over coming years. Taken together, these investments reflect our commitment to an environment that is not only safe and functional, but genuinely home-like.



# Strategic Priorities



*Based on a foundation of character and a culture of excellence, we will be an employer of choice for health professionals and support staff.*

York Care Centre's ability to deliver outstanding care depends entirely on the quality, commitment, and well-being of our team. This year, we made meaningful investments in the culture, development, recognition, and support of our people.

## **Code of Ethics and Professional Conduct**

The Research and Ethics Committee completed significant work this year, updating our Code of Ethics and Professional Conduct. This foundational document establishes the ethical framework that guides our organization and sets the direction for a number of internal policies, including those governing professional behaviour. It reflects our organizational values and our commitment to a culture of integrity, respect, and accountability at every level.

## **Business Excellence Award**

We were proud to receive the Business Excellence Award from the Fredericton Chamber of Commerce. This recognition extends beyond the walls of our sector and affirms that York Care Centre is building something exceptional as an organization and as an employer. It reflects the professionalism, innovation, and community spirit of our entire team.



## 20 Tenets of Culture Program

Now in its second year, our 20 Tenets of Culture Program continues to anchor the values and behaviours that define who we are. Participation has grown steadily throughout the year, and the program remains a cornerstone of how we build a shared culture of excellence, one tenet, one team, one month at a time. The enthusiasm with which staff have embraced this program is a source of genuine encouragement.

## Work-Life Balance

Schedule reviews for nursing, dietary, laundry, and environmental services staff were completed this year, with an emphasis on creating rotations that are sustainable and supportive of a healthy work-life balance. Monitoring of wellness day utilization and our Attendance Support Program continues, reflecting our genuine and ongoing investment in the well-being of our workforce.

## Professional Development

We are committed to growing our people, and this year's professional development offerings reflected the breadth of that commitment. Our leadership team participated in a Change Management workshop, equipping managers with tools and frameworks to guide their teams through organizational change. Sessions on Supporting Mental Wellness in the Workplace gave managers practical skills for recognizing and responding to the well-being needs of staff. Staff participated in All the Right Moves training to ensure that our workplace is safe for staff and for the residents they care for. We offered the Gentle Persuasive Approach, an evidence-based program focused on respectful approaches to care for individuals living with dementia. Together, these offerings reflect a learning culture that values both professional competence and human connection.

## Scholarship Program

This year, two members of our team were recognized through our scholarship program as they pursue post-secondary education in support of their professional growth. One scholarship was offered by York Care Centre, and a second by the York Care Foundation. We congratulate both recipients on this well-deserved recognition.

# Strategic Priorities

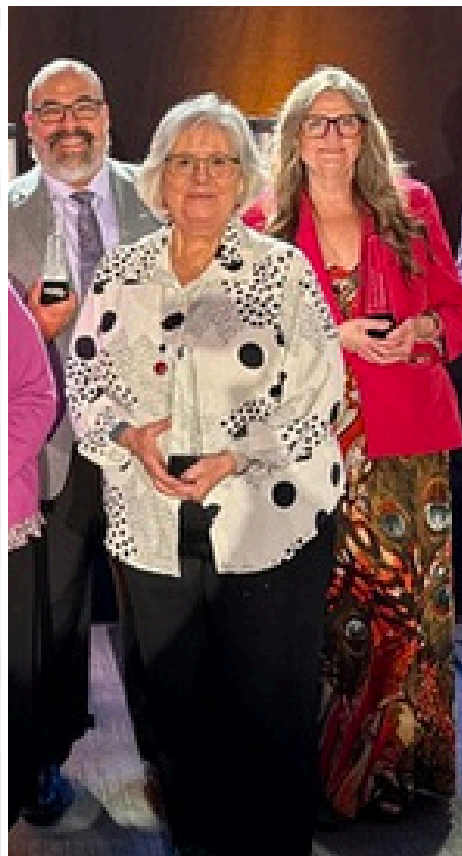


## Staff Recognition and Wellness

Our GET Inspired Team continued to bring energy and creativity to staff recognition throughout the year. Events including Popcorn Day, Valentine Treats, Karaoke Night, smoothie events in Dave's Café, and our quarterly Shining Stars recognition program ensured that team members felt seen, valued, and celebrated. Gift card draws, completion incentives, and regular recognition activities reinforced a culture where contributions are acknowledged at every level of the organization.

## Supporting Our Facilities Team

Our maintenance and facilities team plays an essential role in keeping our environment safe, functional, and welcoming for residents, families, and staff. This year, the team was pleased to acquire a new tractor, an investment that will support grounds maintenance and the broader upkeep of our campus for years to come. We are grateful for the dedication of this team and the consistent, important work they do every day.





# Strategic Priorities



*To be a leader in aging care, fostering an environment that promotes dignity, compassion, and a high standard of care and support.*

The Centre of Excellence pillar reflects our ambition to be more than a strong local organization. We are working to become a recognized leader whose work shapes aging care across our region and beyond. This year, we made meaningful strides in each of the areas that define this pillar.

## **Defining Our Centre of Excellence Role**

This year, we made important progress in articulating what a Centre of Excellence role means for York Care Centre. Our Board formally endorsed a first draft of the role definition, a significant milestone that positions us to contribute at a systems level by sharing knowledge, supporting peer organizations, and advancing the field of aging care. This work will continue to evolve as our strategic plan unfolds.



## Nursing Home Without Walls

Our Nursing Home Without Walls program had a landmark year. With the addition of a Wellness Coordinator and a Navigation Support Specialist, the program has expanded significantly, welcoming many new clients and extending its service area across our community. Navigation services are actively connecting seniors with the community resources they need to live well at home, reducing isolation and supporting independence. The program also hosted a wide range of events offering seniors opportunities to learn, connect, and socialize, from health education sessions to gatherings that build genuine community among participants. The growth of this program reflects our belief that excellence in aging care does not stop at our front door.

## Research

York Care Centre remains actively engaged in supporting aging care research led by principal investigators from universities across the country. We prioritize the research activity we will engage in to focus on resident-centred research with a focus on social engagement, nutritional care, technology applications, and resident safety, workforce-centred research with a focus on engagement, culture, and safety and operational-excellence research focused on approaches that can strengthen long-term care delivery more broadly.

Our currently active studies are examining pandemic infection control protocols in long-term care settings and exploring the barriers and supports for the economic prosperity of older women. This research speaks to the lived realities of the seniors we serve and the communities in which they live. We are proud to support this work and to contribute to a growing body of knowledge that benefits aging populations well beyond our own walls.

## Accreditation

The Board made a meaningful commitment this year in formally supporting York Care Centre's pursuit of accreditation. Teams are now being formed to begin the process of self-assessment and quality improvement planning, the essential first step in what will be a multi-year journey of reflection, growth, and organizational strengthening. An on-site assessment visit is planned for the fall of 2028. The Board views this commitment as a natural expression of our strategic vision and our enduring dedication to excellence in care.

# Financial Report 2025 - 2026

## York Care Centre Inc.

Total Revenues	\$30,832,737
Total Expenditures	\$27,663,502
Depreciation	\$1,588,312
Investment Income	\$121,482
Excess of Revenue Over Depreciation	\$1,702,405

## York Developments Inc.

Total Revenues	\$2,036,957
Total Expenditures	\$1,737,020
Depreciation	\$151,786
Investment Income	\$11,121
Excess of Revenue Over Depreciation	\$148,151

## Centre for Innovation and Research in Aging Inc.

Total Revenues	\$67,496
Total Expenditures	\$79,412
Other Income	\$2,423
Excess of Revenue Over Depreciation	(\$9,493)

## York County Properties

Total Revenues	\$12,352
Total Expenditures	\$3,591
Excess of Revenue Over Depreciation	\$8,761



# York Care Centre

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