

2023/24



# ANNUAL REPORT



"At York Care Centre, our dedication to compassionate care transforms lives every day. Together, we create a place where dignity, respect, and joy thrive."



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# Our Board Chair



Welcome to the annual report of York Care Centre. As the Board Chair, I am honoured to share the progress and achievements of our organization over the past year. This year, our primary focus has been on ensuring safe staffing levels amidst a challenging recruitment environment. We recognize that our dedicated staff is the backbone of the exceptional care we provide. Despite facing a highly competitive job market, we have implemented innovative strategies to attract and retain skilled professionals who are passionate about serving our residents. Our efforts have included targeted recruitment campaigns, internal training programs, and enhanced support for our current staff to foster a positive and rewarding work environment.

In tandem with our staffing initiatives, we have made significant strides in improving communication with our residents, their families, and our team members. Effective communication is crucial for building trust and ensuring that everyone feels informed and engaged. We have introduced a new Resident Handbook, expanded our internal newsletter to increase items of interest to staff and to residents, launched new staff e-boards, to name just a few. We have expanded the Family Advocacy Council to provide opportunities for families to participate in person or virtually. In combination with our existing tools (social media, website and emails) we aim to ensure that residents and their families are always aware of important updates and that their voices are heard.

I am pleased to report that these efforts have been met with positive feedback from our community. We have strong results in our resident and family satisfaction surveys, highlighting the impact of our commitment to both exceptional care and clear communication. Moreover, our organization remains committed to responsible financial stewardship. In a year marked by economic uncertainties, we have prioritized prudent financial management to ensure that every resource is utilized effectively and efficiently. This commitment has allowed us to invest in key areas that directly benefit our residents and staff, from facility improvements to advanced training programs.

The Board acknowledges the challenges of the past year, but we are encouraged by the strong support from our community. Our values of character, accountability, respect, and excellence guide us as we navigate these times, ensuring that our residents and their families can live with dignity and peace of mind.

On behalf of the Board of Directors, I extend my heartfelt thanks to everyone who has contributed to our success. As we look ahead, we are filled with optimism and determination to continue our journey of excellence in care.

*Marjorie Belzile*

# Our President & C.E.O.

It gives me great pleasure to present York Care Centre's annual report. Reflecting on the past year, I am immensely proud of the strides we have made, driven by the dedication and compassion of our York Care Centre team.

A primary focus this year was to restore staffing levels to provide the standard of care for our residents should expect. In response to the recruitment challenges faced across the healthcare sector, we have implemented intensive efforts to attract and develop new talent, including our Resident Attendant training program and our international hiring initiatives. Additionally, we conducted a thorough review of our staffing rotations to ensure that our staff have reasonable workloads and appropriate worklife balance. This was not an easy year and I want to thank everyone who worked hard to rebuild our staffing levels. These efforts have been crucial in maintaining a stable and proficient workforce.



Alongside our staffing initiatives, we have made significant improvements to our facilities to enhance the living environment for our residents. Notably, we have upgraded our wireless infrastructure to provide seamless connectivity throughout the Centre, ensuring that our internal communication networks remain safe and secure. We have also improved outdoor lighting to create a safer and more inviting environment for our staff and our visitors.

Recognizing the importance of social engagement for the well-being of our residents, we have worked diligently to restore our activity programs. These programs offer residents meaningful opportunities for interaction, creativity, and joy. From musical events to group exercises, the variety of activities available has enriched the daily lives of our residents and fostered a vibrant community spirit. Religious services have been particularly significant for many of our residents. We have ensured that these services are readily accessible, providing spiritual support and a sense of community. These gatherings have been a source of comfort and connection, especially during challenging times.

Our achievements this year would not have been possible without the incredible support of our community and the tireless efforts of our staff. As we look ahead, we remain committed to fostering a supportive and enriching environment for our residents. We will continue to adapt and innovate, ensuring that York Care Centre remains a place where everyone feels valued and cared for.

Thank you for your trust, support, and belief in our mission. Together, we will continue to strive for excellence in all that we do.

*Geri Geldart*

# Who We Are

The York Care story is one of community dedication and support for decades.

Initially known as York Manor, it was established in 1968 following the abolishment of the York County Council, which had operated a municipal “home” for many years, providing a home to those in need of care. These local community leaders recognized the need for a more modern facility to care for seniors. They thus began the creation of York Manor, a 76-bed nursing home that eventually grew into the York Care Centre today. York Care Centre now includes a 218-bed long-term care facility, an Adult Day Program for seniors, A Nursing Home Without Walls Program, a 31-bed assisted living facility, 72 independent living apartments for seniors and C.I.R.A, the Centre for Innovation and Research in Aging.

Guided by a volunteer Board of Director, the York Care Centre team of professionals understands the unique needs of individuals considering a move to long-term care. With their expertise and understanding, they strive to create a warm, welcoming environment that feels like home. They are committed to maintaining dignity, promoting well-being, and fostering a sense of belonging within our community.



# Board of Directors

## 2023-2024



**Marjorie Belzile**  
Chair



**Wayne Snowdon**  
Secretary



**Pierre LeBlanc**  
Treasurer



**Lyne St-Pierre-Ellis**  
Chair, Care Services



**Deborah Wybou**  
Chair, Governance



**Tracey Burkhardt**  
Chair, Research & Ethics



**Doug Holt**  
Director



**Andrea Seymour**  
Director



**Donna Curtis Maillet**  
Director



**Bryanna White-Aubé**  
Director



**Brenda Bosse**  
Director



**Hector Losier, Chair**  
York Care Foundation

# Our Vision

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

## Mission

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

## Values

### **Character**

Do the Right Thing

### **Accountability**

For the Prudent Use of Resources

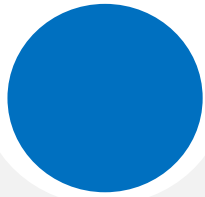
### **Respect**

For our Community of Care and for each other

### **Excellence**

We strive for continuous improvement

# Our Strategic Pillars



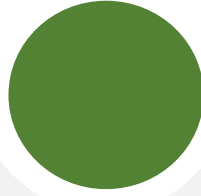
## Care

Aging Population,  
Residents, Clients



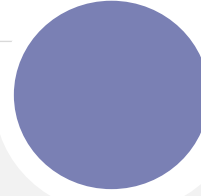
## Resources

People,  
Financial,  
Technological



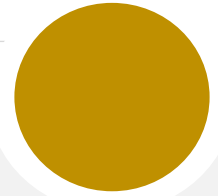
## Environment

Building, Grounds,  
Equipment



## Partnerships

Strategic Alliances,  
Public Relations,  
Communications.



## Research

Innovation,  
Health Promotion,  
Knowledge Transfer

To provide exceptional, person and family centred care and services through evidenced based delivery models.

To develop and implement a community outreach program.

To enhance resident/client focused activity programs.

To improve resident/client needs through efficient use of current funding model and resources.

To enhance staffing experience and improve retention.

To develop a process on quality improvement.

To develop and implement a leadership development program.

To maintain the internal / external surroundings of facilities at a 'near new state'.

To ensure a safe & secure environment for residents & staff.

To implement initiatives that support or enhance options for senior's living.

To develop and implement a comprehensive risk management plan.

To increase awareness and understanding of goals, objectives and proposed actions with YCC community.

To increase YCC's leadership position in the community by improving the level, volume and effectiveness of partnerships.

To increase volunteer participation.

Increase involvement in research with a focus on promoting / improving the well-being of seniors.

To foster relationships with researchers, stakeholders, and the community.

Promote & support the translation and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.



*2023 / 2024 represents the fourth year of our five-year strategic plan. Even with the interruption caused by the pandemic, we have made significant progress toward our strategic objectives. As we move through year 5, we will begin the process to establish a new strategic framework.*

# Accomplishments

## 2023 – 2024

### Care

Our commitment to providing exceptional care is at the heart of everything we do.

**A New 4-Week Menu** - In response to resident feedback, we introduced a new 4-week menu cycle. This menu focuses on offering a new array of menu choices, tailored to meet the dietary needs and preferences of our residents. The new menu has been well-received, contributing to improved satisfaction and overall well-being.

**Quality Improvement in Clinical Care** - We have achieved notable advancements in clinical care quality, particularly in the areas of pain management, restraint use, and the use of anti-psychotic medications. Through rigorous quality improvement measures and ongoing staff education, we have reduced the reliance on restraints and anti-psychotics, ensuring our residents receive the most appropriate and compassionate care.

**Advanced Caregiver Training Program** – We launched the Advanced Caregiver Training Program for family members who expressed an interest in being more involved in resident care.

**Spiritual Care Services** - Understanding the importance of spiritual well-being, we have been able to restore our weekly church services and regular communion services. The reintroduction of these services has been instrumental in addressing the holistic needs of our community.

**Intergenerational Activities** – We were able to introduce new intergenerational programs. These programs not only provide enjoyment and stimulation for our residents but also offer valuable learning experiences for the younger participants, fostering a sense of community and mutual respect.

**New Resident Handbook** - To assist residents and families with the transition to long term care, we developed a new Resident Handbook, providing comprehensive information about our services, policies, and amenities.

**Adult Day Program** - Our Adult Day Program continues to grow, allowing us to serve more individuals in the community. This program offers a supportive environment where participants can engage in meaningful activities, receive personalized care, and enjoy social interaction.

**Approval for the Nursing Home Without Walls Program** - We are proud to have been approved for the innovative Nursing Home Without Walls program. This initiative allows us to extend our expertise and services beyond the confines of our facility, providing comprehensive care and support to seniors living in our community. This program underscores our commitment to flexible and accessible care solutions.

***These accomplishments reflect our dedication to excellence in care. By continuously improving our services and embracing innovative programs, we strive to enhance the quality of life for all residents at York Care Centre.***

# Accomplishments

2023 – 2024

## Resources

We recognize that our resources—our dedicated staff, advanced technologies, and robust programs—are fundamental to delivering outstanding care. This year, we have achieved several milestones under the strategic plan pillar "Resources," enhancing our capabilities and strengthening our community. Here are some key accomplishments:

**Improved Staff Schedules** - We have optimized staff schedules to ensure better coverage, reduce burnout, and enhance work-life balance for our employees. By implementing more flexible and efficient scheduling practices, we have improved job satisfaction and staff retention, leading to more consistent and reliable care for our residents.

**Successful International Recruitment Program** - To address staffing challenges and bring diverse talent to our team, we participated in a successful International Recruitment mission in the Philippines. This initiative has enabled us to attract skilled caregivers. The program has significantly bolstered our staffing levels, ensuring we can meet the needs of our residents effectively.

**Updated Orientation Program** - Recognizing the importance of a strong start, we have updated our orientation program to better equip new hires with the knowledge and tools they need to succeed. This ensures new employees are well-prepared and confident in their roles from day one.

**New Mentorship Program** - To support ongoing professional development and foster a collaborative work environment, we introduced a new mentorship program. Experienced staff members are paired with newer employees to provide guidance, support, and knowledge sharing.

**Introduction of E-Boards for Improved Internal Communication** - To enhance communication and information sharing across the organization, we introduced electronic bulletin boards (e-boards). These digital platforms provide real-time updates on important announcements, schedules, and events, ensuring that all staff members are well-informed and engaged.

**Leadership Development** - We are committed to cultivating strong leadership within our organization. This year, we conducted leadership development sessions focused on quality improvement and effective communication. These sessions equipped our leaders with the skills and knowledge necessary to drive excellence and foster a positive, transparent, and collaborative work environment.

***These accomplishments under the "Resources" pillar reflect our dedication to investing in our people, processes, and technologies. By continually improving our resources, we ensure that York Care Centre remains a leader in providing exceptional care and a supportive community for both residents and staff.***



# Accomplishments

2023 – 2024

## Environment



We are dedicated to creating a safe, sustainable, and resilient environment for our residents, staff, and the broader community. This year, we have made progress under the strategic plan pillar "Environment," implementing initiatives that enhance both our physical and digital spaces.

**Reduction in Single-Use Plastics** - In our commitment to sustainability, we have significantly reduced the use of single-use plastics throughout our facility. By transitioning to reusable and eco-friendly alternatives, we are minimizing our environmental footprint and promoting a greener future.

**Upgrade of the Public Address System** - We upgraded our public address system to improve communication and ensure the safety and well-being of everyone at York Care Centre. The new system provides clear, reliable announcements, facilitating better coordination during daily operations and in emergency situations. This enhancement has been crucial in maintaining an efficient and secure environment.

**Upgrade of Outdoor Lighting** - To enhance security and aesthetics, we upgraded the outdoor lighting around our facility. The new lighting system improves visibility and safety for residents, staff, and visitors.

**Development of a Cybersecurity Plan Including Staff Education** - Recognizing the importance of protecting our digital infrastructure, we developed a comprehensive cybersecurity plan. This plan includes ongoing staff education to safeguard sensitive information and prevent cyber threats.

**Completion of a Waste Audit** - To identify opportunities for improvement in our waste management practices, a waste audit was conducted. The audit provided valuable insights into our waste generation patterns and highlighted areas where we can enhance recycling and reduce waste. The findings are guiding our efforts to implement more effective and sustainable waste management strategies.

**Update of the Disaster Plan and Implementation of an Exercise Plan** - We updated our disaster plan to ensure preparedness for various emergency scenarios. The revised plan includes protocols for different types of disasters and is supported by an exercise plan to test and refine our response strategies. These measures ensure that our staff and residents are well-prepared to handle emergencies effectively and maintain a safe environment.

**These accomplishments under the "Environment" pillar demonstrate our ongoing commitment to creating a sustainable, secure, and resilient community at York Care Centre. By continually improving our environmental practices and infrastructure, we strive to provide a safe and nurturing space for all who call our centre home.**

# Accomplishments

2023 - 2024

## Partnerships

York Care Centre understands the power of strong partnerships in enhancing the quality of care and community engagement. This year, our efforts under the strategic plan pillar "Partnerships" have bolstered our connections and collaborative efforts both within and outside our organization. Here are the key accomplishments:

**Leadership in Supporting Other Homes** - York Care Centre has taken a proactive leadership role in the broader care community by offering support and expertise to other homes facing operational issues. This collaborative approach not only strengthens our relationships within the care sector but also contributes to overall enhancements in quality care across the region.

**Donor Recognition Policy for the York Care Foundation** - To acknowledge and celebrate the generosity of our supporters, we developed a comprehensive donor recognition policy for the York Care Foundation. This policy outlines a structured approach to recognizing donors at various levels of contribution, ensuring that their support is appropriately appreciated and highlighted. By fostering a culture of gratitude and transparency, we aim to strengthen our relationships with existing donors and attract new supporters.

**Development of an Organizational Communication Plan** - Effective communication is vital for maintaining strong partnerships and operational efficiency. This year, we developed an organizational communication plan designed to update and enhance our internal and external communication strategies.

**Strengthening the Volunteer Program** - Volunteers play an essential role in enriching the lives of our residents and supporting our operations. We have strengthened our volunteer program by expanding recruitment efforts, providing a focused orientation, and creating new opportunities for volunteer involvement. We are especially proud of our Junior Volunteer Program. These enhancements have increased volunteer participation, enabling us to provide more diverse and meaningful experiences for both volunteers and residents.

***These accomplishments under the "Partnerships" pillar highlight our commitment to building and maintaining collaborative relationships that enhance the quality of care and community engagement at York Care Centre. By leveraging our leadership, recognizing our supporters, improving communication, and bolstering volunteer involvement, we continue to foster a supportive and dynamic environment for all.***



# Accomplishments 2023 - 2024

## Research



At York Care Centre, research is integral to our mission of advancing knowledge and enhancing the quality of care for our residents. This year, we have achieved several milestones under the strategic plan pillar "Research," which have helped us to better understand and meet the needs of our community while fostering a culture of continuous improvement and innovation. Here are the key accomplishments:

***Completion of a Residents Needs Assessment*** - To identify areas for improvement and better tailor our services to the needs of our residents, we conducted a comprehensive Residents Needs Assessment. This assessment involved gathering detailed feedback from residents and families about various aspects of care and living conditions. The insights gained from this assessment will drive improvements in our programs and services, ensuring we address the specific needs and preferences of our residents.

***Successful Research Symposium*** - We hosted another successful research symposium, bringing together experts, researchers, and practitioners to share the latest findings and innovations in elder care. The symposium provided a platform for exchanging ideas, discussing best practices, and exploring new research opportunities. It also highlighted York Care Centre's role, through the Centre for Innovation and Research in Aging, as a leader in care research, fostering collaborations that will drive future advancements in the field.

***Research Open House*** - C.I.R.A. hosted a Research Open House for residents, families, staff, and members of the public, which was very well attended. This event showcased our ongoing research projects, highlighted their impact on resident care, and provided an opportunity for attendees to engage directly with the research coordinators.



***These accomplishments under the "Research" pillar underscore our dedication to using research as a tool for continuous improvement and innovation in care. By systematically assessing resident needs, facilitating knowledge exchange, and actively involving our community in research activities, York Care Centre continues to lead the way in advancing elder care.***

# Financials

York Care Centre	
Total Revenues	\$24,662,446
Total Expenditures	23,391,253
Operating Surplus	\$ 1,271,193

York Developments, Inc.	
Total Revenues	\$ 1,540,660
Total Expenditures	1,479,511
Operating Surplus	\$ 61,149

Centre for Innovation and Research in Aging	
Total Revenues	\$ 717,665
Total Expenditures	700,880
Operating Surplus	16,785

York County Properties	
Total Revenues	\$ 24,066
Total Expenditures	24,066
Operating Surplus	0

Teed Saunders Doyle was the auditor for York Care Centre, Inc, York Developments, Inc. and the Centre for Innovation and Research in Aging In.c for the 2023-24 Fiscal Year.



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