



Community Care
NORTHUMBERLAND

Q1 + July Financial Report

For the four months ending July 31st, 2024

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Prepared for: **Finance Committee**

Version 1.0



Community Care

NORTHUMBERLAND

Statement of Financial Position

For the 4 months ended July 31, 2024

Highlights:

- PPE & Deferred Contributions have increased, and Current Liabilities have decreased due to final hospice construction invoices
- Liquidity* remains strong

*Liquidity is measured by an organization's ability to cover short-term obligations with easily-accessible cash. This measure is called the Current Ratio, which is calculated as:

$$\text{Current Ratio} = \text{Current Assets} / \text{Current Liabilities}$$

CCN's Current Ratio is 2.37, which is strong & means the organization could cover all of its short-term liabilities.

	July 31, 2024	March 31, 2024
	\$	\$
CURRENT ASSETS		
Cash and bank		
Operating Account	51,061	159,330
Lottery Account	11,531	46,517
CCN High Interest Savings Account	1,206,774	1,437,599
Petty Cash	2,292	2,292
Accounts receivable	235,949	642,204
Prepaid Expenses	79,822	50,504
Investments		
RBC GICs	55,905	56,808
Accrued Interest on Investments	2,319	5,747
Port Hope - Credit Union Shares	2,141	2,141
Total Current Assets	1,647,794	2,403,141
Property, Plant & Equip		
Land	246,526	236,188
Equipment	260,037	277,012
Leasehold Improvements	3,086	3,843
Building	6,742,970	6,702,825
Vehicle	60,167	74,667
Total Property, Plant & Equip	7,312,787	7,294,535
Total Assets	8,960,580	9,697,676
LIABILITIES		
Current Liabilities		
Accounts payable and accrued liabilities	613,304	949,343
Emp Remittances	-	194,742
Deferred grant revenue	113,164	176,060
Total Current Liabilities	696,088	1,320,145
Deferred Contributions	7,312,787	7,294,535
Long Term Liability		
Total LT Liabilities	7,312,787	7,294,535
Fund Balances		
Net Assets	1,082,996	1,176,563
Year to Date Surplus/Deficit	-	93,567
Total Liabilities & Fund Balances	8,960,580	9,697,676



Operating Statement

For the 4 months ended July 31, 2024

Observations:

- **Variance Analysis:** Revenue and expense variations highlight areas for ongoing review and strategy adjustment.
- **Fundraising and Donations:** Despite challenges in fundraising, donations remain a critical revenue source that requires focused attention to meet budgeted expectations.
- **Budget Alignment:** Variance analysis highlights areas that need more accurate forecasts to ensure financial stability.

Community Care Northumberland	CURRENT July	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	PY YTD Actual	Annual Budget
Funding- LHIN	224,855	899,462	899,434	28	0.0%	878,446	2,698,302
Funding- LHIN - One time	82,750	376,766	314,333	62,433	20.0%	4,144	943,000
Client fee recoveries	56,871	259,090	289,033	-29,283	-10.0%	283,052	867,100
Fundraising	638	27,267	41,067	-13,800	-33.6%	37,547	123,200
Foundation Revenue	65,175	106,662	239,192	-132,530	-55.4%	-	717,575
Donations	3,710	52,639	131,125	-78,486	-59.9%	454,561	393,375
Grants	31,685	178,640	130,033	48,607	37.4%	215,941	390,100
Interest income/loss	5,695	24,112	18,667	5,445	29.0%	27,351	56,000
Amortization of Capital Contribution	42,630	168,723	171,202	-2,479	-1.0%	153,540	513,607
Other revenue	0	594	2,667	-2,073	-78.0%	1,125	8,000
Total Revenue	514,009	2,093,955	2,236,753	-142,138		2,055,707	6,710,259
Operating Expenses							
Salaries, Wages	306,929	1,170,008	1,244,027	-74,019	-6.0%	1,113,831	3,732,080
Benefits	52,265	196,600	196,423	177	0.0%	185,289	589,270
Medical Staffing	5,853	22,767	23,933	-1,166	-5.0%	20,662	71,800
Supplies	48,551	189,066	169,758	19,308	11.0%	177,924	509,275
General Sundry	17,724	78,837	88,763	-9,926	-11.0%	92,725	266,288
Travel - Staff & Service Delivery	23,445	115,848	114,217	1,631	1.0%	119,059	342,650
Professional fees	21,843	67,873	76,681	-8,808	-11.0%	73,127	230,044
Volunteer Recognition	339	6,557	3,438	3,119	91.0%	6,306	10,315
Fundraising	376	14,885	15,383	-498	-3.0%	23,167	46,150
Equipment Maintenance/Purchase	9,264	70,131	27,367	42,764	156.0%	42,948	82,100
Amortization of Capital Assets	42,630	168,723	171,202	-2,479	-1.0%	155,305	513,607
Contracted Out Services	8,836	36,455	33,193	3,262	10.0%	34,138	99,580
Occupancy - Rent/Lease/Taxes	27,414	87,496	72,367	15,129	21.0%	56,257	217,100
Total Expenses	565,469	2,225,246	2,236,752	-11,506		2,100,738	6,710,259
Surplus or Deficit before Transfers	-51,460	-131,291	1	-130,632		-45,031	0

Revenue Highlights:

Ontario Health Funding –

- \$94.6K one-time funding (47.3k x 6 beds = 283.8k) for Hospice Services
- \$203K one-time funding (152.3k x 4 new beds = 609.2k) for Hospice Services
- \$17.6K relating to a 3% increase for CSS (New Balance)
- \$2K relating to a 3% increase for PALC (New Balance)
- \$11.8K relating to a 2% increase for CSS (New Balance)
- \$1.3K relating to a 2% increase for PALC (New Balance)
- \$32k relating to 2023/24 One-Time Grief and Bereavement Funding
- \$20.8k relating to One-Time Grief and Bereavement Funding

Client Fees – \$29K (10%) unfavourable variance driven by lower than expected demand for Meals on Wheels services due to increased price to cover inflationary pressures in food & decreased transportation revenue recovery.

Foundation Revenue - \$132K (55.4%) unfavourable variance driven by increased funding covering more than expected hospice operating expenses resulting in less additional revenue needed to balance programs.

Donations & Fundraising – \$92K (53.6%) unfavourable variance was driven by a diversion of donations directly to the Foundation – this was expected and will continue to increase till year-end. So far, donations and fundraising are 12% lower compared to the same period in 2023/2024, showing a \$10k decrease from \$89.5k.

Grants - \$48K (37.4%) favourable variance driven by unexpected \$45.5k Trent Hills Municipal Grant.

Interest Income – \$5K (29%) favourable variance driven by unexpected improved interest rates.

Unexpected supplies, equipment & building costs are driving the majority of the total expense variance

Expense Highlights:

Supplies – \$19K (11%) unfavourable budget variance driven predominantly by food costs and Ed's house maintenance and housekeeping.

General Sundry – \$10K (11%) favourable budget variance driven predominantly by savings in Administration, Hospice Services & Nutrition Services.

Professional Fees – \$9K (11%) favourable budget variance driven by overestimated IT processing costs.

Volunteer Recognition - \$42K (91%) unfavourable budget variance driven driven by timing, budget is based off one event which is held early in year.

Equipment Maintenance/Purchase - \$3K (156%) unfavourable budget variance by the purchase of the van (offset by deferred revenue)

Contracted Out Services – \$3K (10%) unfavourable variance driven by:

- A slight increase in hired transportation due to higher-than-anticipated patient volumes, and
- A slight increase in use of brokered workers to satisfy higher-than-expected demand.

Occupancy – \$15K (21%) unfavourable variance driven by unexpected building costs for Ed's House.

	PCCT	VHS	Ed's House	TOTAL
Hospice Services				
Funding- LHIN	\$126,420	\$69,861	\$210,000	\$406,281
Funding- LHIN - One time	8,762		323,430	\$332,192
Foundation Revenue	11,169	23,447	85,712	\$120,328
Donations			23,733	\$23,733
Amortization of Capital Contribution			149,257	\$149,257
Total Revenue	146,351	93,308	792,132	1,031,791
Operating Expenses				
Salaries, Wages	92,437	65,525	432,137	590,099
Benefits	14,976	12,036	65,317	92,329
Medical Staffing			22,767	22,767
Management fee transfers	25,000	8,000	38,000	71,000
Supplies	1,004	497	40,835	42,336
General Sundry	3,313	1,246	18,131	22,690
Travel - Staff & Service Delivery	1,825	154	333	2,312
Professional fees			1,316	1,316
Volunteer Recognition			3,539	3,539
Fundraising			2,492	2,492
Amortization of Capital Assets			149,257	149,257
Occupancy - Rent/Lease/Taxes	7,798	5,849	18,008	31,655
Total Expenses	146,353	93,307	792,132	1,031,792
Surplus or Deficit before Transfers	(2)	1	(0)	(1)

Funding Boost Cuts Monthly Needs from Foundation

Hospice Services Operating Statement

For the 4 months ended July 31, 2024

Highlights:

- Hospice Services is maintaining a balanced position with ongoing tracking of financial support required from the Foundation. Currently, there are amounts owed to and from the Foundation that are being monitored to ensure financial stability.
- As of July 31st, the Foundation owes CCN \$120,328.
- Unexpected maintenance costs for Ed's House are categorized under the 'Occupancy' line item.
- Hospice programs are currently utilizing an average of approximately 30k per month to balance, compared to the approximant 60k needed in 2023/2024.
- This reduction is due to a 141.9% increase in center funding this fiscal year

Current Hospice Centre Management Fee Structures and Discussion on Potential Increases

Ed's House:

(25% of CEO, Admin Assistant and HR Director salaries + IT, Audit and Finance Expenses)

1. Salaries of CEO, Admin Assistant & HR ~\$22,000 @ 25% = \$5,500
2. CMH IT Contract \$1,368.66 + DCB Hours \$753.34 = \$2,122 Total IT Expenses per month @ 25% = \$530.50
3. Audit Fee \$1,559.10 per month @ 25% = \$389.78
4. Finance Contract \$12,317.90 per month @ 25% = \$3,079.48

Total = \$5,500 + \$530.50 + \$389.78 + \$3,079.48
= \$9,499.76
= **\$9,500** per month (rounded) or **\$114,000** a year

PCCT:

(17% of 2023/2024 PCCT Program Expenses)

2023/2024 Program Expenses \$441,176 @ 17% = \$74,999.92
= **\$75,000** per year (rounded)
\$75,000/12 = **\$6,250** per month

VHS:

(8% of 2023/2024 VHS Program Expenses)

2023/2024 Program Expenses \$300,070 @ 8% = \$24,005.60
= **\$24,000** per year (rounded)
\$24,000/12 = **\$2,000** per month

Discussion:

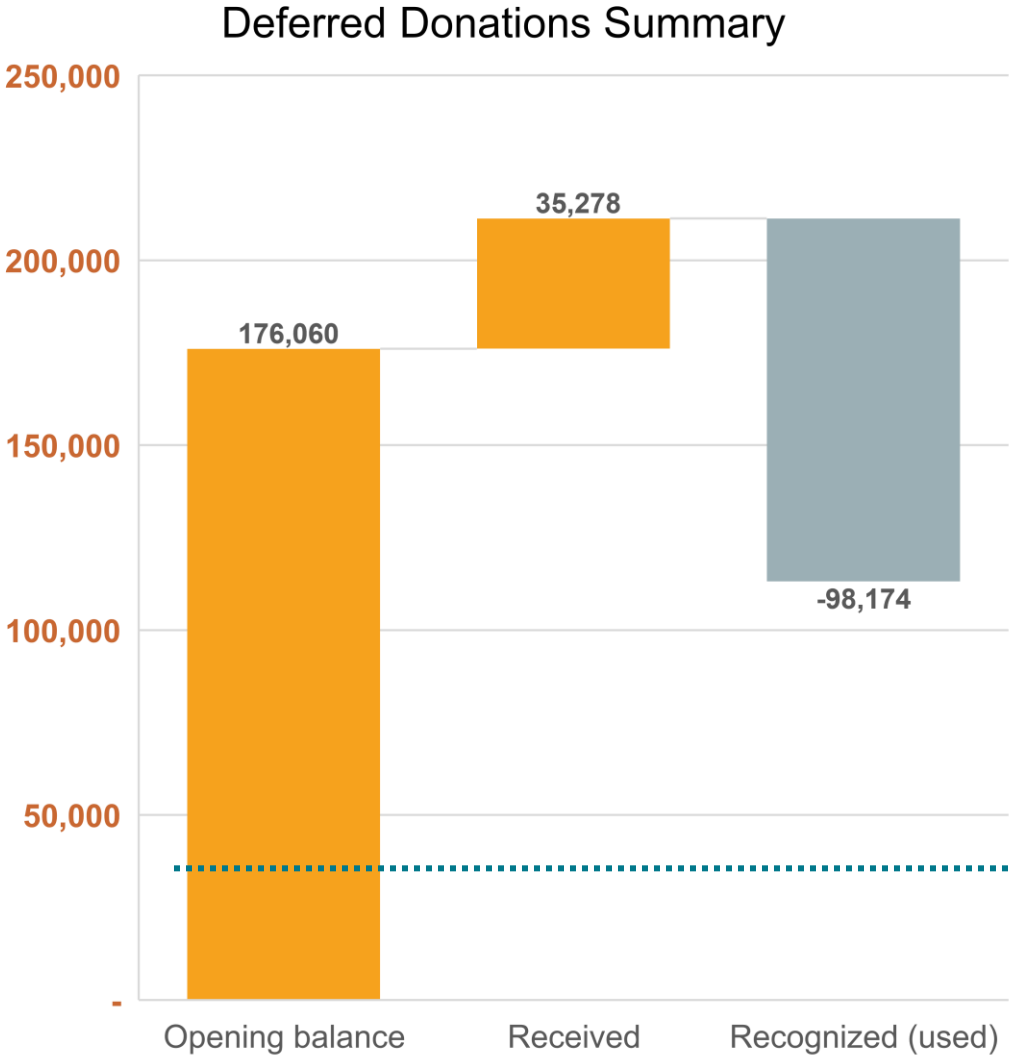
- Consider applying a similar formula to Ed's House for the other two hospice programs, with adjusted percentages to reflect the varying activity levels in each program

Important information for discussion:

Based on expense numbers shown on the previous slide

PCCT expenses for the year = \$438,000 *ESTIMATED* 14%
VHS expenses for the year = \$280,000 *ESTIMATED* 9%
ED'S expenses for the year = \$2,430,000 *ESTIMATED* 77%

Financial Strategy and Revenue Management at Ed's House: Utilizing Foundation Support for Program Sustainability



Discussion:

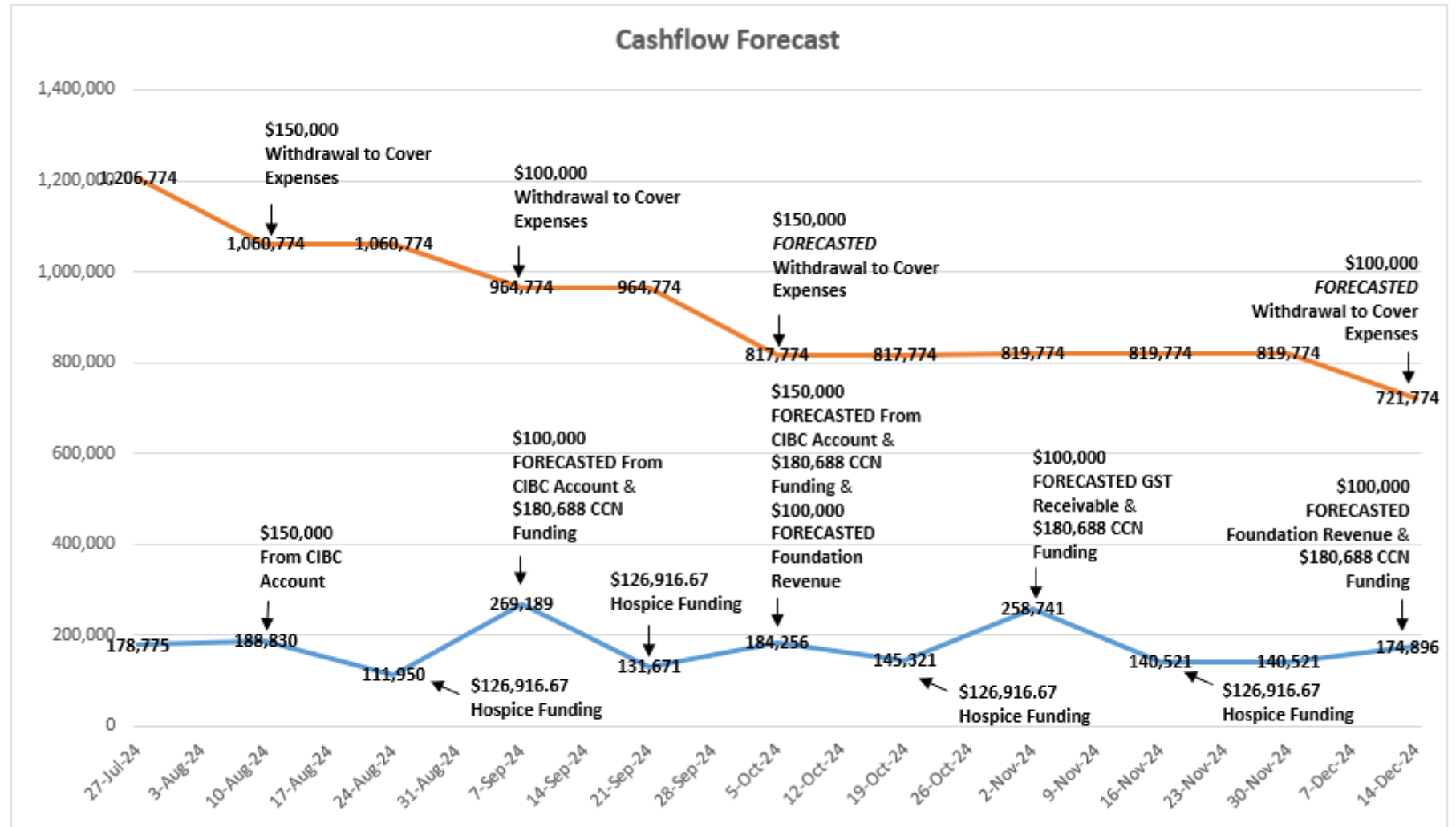
- As of July 31st, 113k sits in Deferred Donations:
 - 25k for Nutrition Services
 - 13k for In-Home Services
 - 74k for Transportation Services
 - 1k for Wellness

\$113K remains in Deferred Donations

Cashflows are NOT stable & the HISA is decreasing

Highlights:

- High-Interest Savings Account has an average YTD interest rate of 3.41%
- Withdrawal from CIBC Account on August 29th to cover payroll/expenses
- Greif & Bereavement LHIN and One-Time Hospices Funding
- Cash is struggling to remain stable and is relying on frequent transfers from HISA
- Forecasted to continue to rely on HISA transfers and liquidity is at risk.



Orange Line is CIBC High Interest Savings Account

Blue line is RBC Operating Account

Prior Year Missed Remittances Addressed with New 3-Step Verification and Escalation Process

Identified Issue:

- Failed to remit all payments for RRSP, CRA, and WSIB across several pay periods in 2023/2024 fiscal year.

Root Causes:

- Ineffective communication at CMH
- Inefficient processes at CMH
- Training and control deficiencies (including inadequate cross-training and general training)

Addressing and Preventing the Issue:

- Implementation of the 3-Step Verification Process: Tracking spreadsheets now monitor pay period date ranges, remittance amounts, report receipt dates, and due dates. The amounts are verified three times against the GL and Quadrant Reports by the Financial Analyst, Senior Financial Analyst, and Finance Manager at CMH. See the example below:

CRA Payments 2024

PPE	Pay Day	Date Report Received	Amount Paid from Spreadsheet	Correct Amount	Difference	Spreadsheet From Payroll	Confirmations	Date of CRA Payment
January 12, 2024	January 19, 2024	January 17, 2024	\$ 39,359.86					January 22, 2024
January 26, 2024	February 2, 2024	February 26, 2024	\$ 39,516.08					February 27, 2024
February 9, 2024	February 16, 2024	February 26, 2024	\$ 39,472.79					February 27, 2024
February 23, 2024	March 1, 2024	March 8, 2024	\$ 41,194.62					March 11, 2024

Jordyn Check	Dennis Check	Adam Check
JB	DL	AK
JB	DL	AK
JB	DL	AK
JB	DL	AK

- Escalation to CFO if reports are not being sent w/in 30 days or continue to be incorrect.



Performance Key

	Performance Meets or Exceeds
	Performance Below Standard

PERFORMANCE INDICATORS 2024-2025 Q1

SERVICE ACTIVITY	2024/2025 Target	Q1 2023-2024	Year to Date		Comments	
			Q1 2024-2025	Budget to Date		
Home Help/Home Maintenance - # of Matches	470	321	456	118	339	Exceeding target. Matches are up significantly from same period last year due to increased Brokered Worker recruitment giving us the ability to get many clients off the waitlist.
Home Help/Home Maintenance- Individuals	395	301	394	99	295	Exceeding target. Individuals served is also up significantly from last year due to the increased recruitment.
Home at Last/Home First Hospital Referrals - Visits	540	168	189	135	54	Exceeding target. Home at Last referrals from NHH and CMH hospitals are significantly up so far this year.
Home at Last/Home First Hospital Referrals - Individuals	440	146	150	110	40	Exceeding target. Individuals served are also up so far this year due to the increased HAL referrals.
Meals Delivery - Meals Delivered	39,000	9,577	8,378	9,750	-1,372	Due to cost of meals, clients are either "not ordering as many" or "cancelling the service". The Nutrition team continues to promote programs.
Meals Delivery - Individuals	590	348	306	148	159	The number of individuals is down in comparison to last year, but we are still exceeding the ministry target. Clients aren't ordering as many meals as before the price increase but the overall number of individuals remains strong.
Social and Congregate Dining/Exercise & Falls - Attendance Days	15,000	4,338	6,929	3,750	3,179	Attendance days are up with the increase wellness workshops across the county as well as an increase in exercise & falls classes.
Social and Congregate Dining/Exercise & Falls - Individuals	1,500	821	971	375	596	Number of individuals served well exceeding target due to increased wellness and exercise & falls classes.
Transportation - Visits	35,000	11,603	8,944	8,750	194	Although numbers are down in comparison to same time last year, since Q4 we have seen a steady increase of clients getting appointments and programs opening that our clients wish to attend. The service has had volunteers return and new volunteers onboarded which has allowed us to increase the number of drives we can do.
Transportation - Individuals	2,500	945	778	625	153	We have seen a steady increase in riders, both through our rural transit and volunteer. We have also been working more closely with many programs in the County that have referred people to our service to get economical transportation.

Home at Last/Home First PSW - Hours of Care	1,100	250	279	275	4	Meeting target. Home at Last PSW hours are up over the same period last year due to the increase in Home at Last referrals.
Home at Last/Home First PSW Hours - Individuals	230	69	85	58	28	Exceeding target. Home at Last individuals served are up over same period as last year due to the increase in referrals.
Caregiver Support - Visits	310	56	156	78	79	Exceeding target. Caregiver Support visits are up over the same period as last year as referrals for the service have increased. The majority of these visits are caregiver relief hours, where Brokered Workers are spending time with the client in their home, allowing their loved one to get out and take a break.
Caregiver Support - Individuals	12	4	10	3	7	Exceeding target. Number of individuals are up due to increase in referrals.
Visiting - Social & Safety - Visits	20,750	3,431	3,191	5,188	-1,997	Number of visits are down slightly from last year. Currently a long wait list for friendly visiting as we lack the volunteers. With telephone reassurance, many clients do want daily calls, just want a couple of days/week.
Visiting - Social & Safety - Individuals	225	167	149	56	93	Number of individuals is down from last year, but still exceeding target.
Visiting - Hospice - Visits	4,500	1,625	1,481	1,125	356	Numbers remain high due to continued engagement with community partners and increased demand for service.
Visiting - Hospice - Individuals	430	397	427	108	320	Numbers remain high due to continued engagement with community partners and increased demand for service.
Hospice Residents - Individuals Served		37	53	0	53	Number of residents in up over same time last year due in part to the expansion from 6 beds to 10 beds in April 2024. While hard to predict admissions, the community and physicians are becoming more familiar with the service we offer.
Hospice Residents - Occupancy rate	80%	83	64%	0	0	Occupancy rate is below Ministry requirement. Recent expansion to 10 beds, with the first admission being April 12, 2024. The occupancy rate is not prorated to reflect the number of days hospice was able to admit into the additional 4 beds.
Personal Distress Alarms - Individuals	140	113	102	35	67	This program is currently meeting goals. However, numbers are decreasing. No longer able to serve as many clients due to no landlines and fall detection. The units are becoming obsolete.
Total Individuals Served	8,100	3,459	2,771	2,025	746	Overall number of individuals served is exceeding target, but is slightly down from the same time last year. This is mainly seen in the Friendly Visiting program and the Transportation program.
Total Visits	61,570	16,883	14,417	15,393	-976	Total number of visits is down from this time last year and same with the above number due to Friendly Visits and Transportation when compared to prior year Q1.
# of Volunteers - Individuals	872	467	482	218	264	The focus on volunteer recruitment and retention has resulted in performance exceeding target.
# of Volunteers - Hours	91,193	9,538	11,941	22,798	-10,857	While more volunteer recruitment has increased the number of hours from prior year, we are still not at pre-COVID numbers.

Appendix – Deferred donations detail

Community Care Northumberland Deferred Donations Summary For year ending March 31, 2025

		OCSA MOW	OCSA Vaccine	SSAH	NEARN	BRI MOW	Canadian Legion Branch 103 Donation	Canadian Legion Branch 30 MOW Donation	Senior Centers Without Walls	MTO	Deferred THR Grants	Central Transportation	Lakeshore
		Grant	Grant	Grant		Donation							
OPENING	176,059.79	6,833.91	7,304.00	5,568.71	3,027.02	23,367.75	9,000.00	-		14,857.11	10,246.50	48,715.79	47,139.00
Received Current Year	35,278.07	-	-	2,100.00	-	-	-	2,000.00	956.07	7,000.00	-	23,222.00	-
Recognized Current Year	- 98,173.69	- 4,878.50	- 4,333.29	- 6,600.40	-	- 2,172.50	-	-	-	- 18,687.00	- 2,500.00	- 46,502.00	- 12,500.00
BALANCE	113,164.17	1,955.41	2,970.71	1,068.31	3,027.02	21,195.25	9,000.00	2,000.00	956.07	3,170.11	7,746.50	25,435.79	34,639.00

GL

01-1-43846--00	1,955.41	2,970.71	1,068.31	3,027.02	21,195.25	9,000.00	2,000.00	956.07					
00-1-43846--90										3,170.11			
00-1-43846--70											7,746.50		
00-1-43846--95												25,435.79	
00-1-43846--80													34,639.00
00-1-43846--50													
00-1-43846--30													