



**Community Care**  
NORTHUMBERLAND

# Q3 Financial Report

For the period ending December 31<sup>st</sup>, 2023

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Prepared for: **Finance Committee**

Version 1.4



## Statement of Financial Position

For the 9 months ended December 31, 2024

### Highlights:

- **Total Assets & Liabilities have remained static for the quarter**
- **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 1.8, is very healthy & means the organization could easily cover all of its short-term liabilities.

	December 31, 2023	September 30, 2023
	\$	\$
<b>CURRENT ASSETS</b>		
Cash and bank		
Operating Account	605,741	105,455
Lottery Account	45,067	44,454
Eds High Interest Savings Account	1,421,441	1,603,321
Petty Cash	2,292	2,292
Accounts receivable	568,784	729,696
Prepaid Expenses	42,932	51,606
Investments		
RBC GICs	50,662	67,799
Accrued Interest on Investments	12,318	36,082
Port Hope - Credit Union Shares	2,141	2,131
<b>Total Current Assets</b>	<b>2,751,378</b>	<b>2,642,838</b>
<b>Property, Plant &amp; Equip</b>		
Land	236,188	236,188
Equipment	257,177	263,777
Leasehold Improvements	4,412	4,980
Building	6,365,414	6,460,895
Vehicle	84,230	96,416
<b>Total Property, Plant &amp; Equip</b>	<b>6,947,421</b>	<b>7,062,257</b>
<b>Total Assets</b>	<b>9,698,799</b>	<b>9,705,094</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities	634,306	417,302
Emp Remittances	224,768	148,465
Deferred grant revenue	638,539	819,347
<b>Total Current Liabilities</b>	<b>1,497,614</b>	<b>1,385,113</b>
Deferred Contributions	6,943,462	7,062,258
<b>Long Term Liability</b>		
<b>Total LT Liabilities</b>	<b>6,943,462</b>	<b>7,062,258</b>
<b>Fund Balances</b>		
Net Assets	1,257,723	1,257,723
<b>Total Liabilities &amp; Fund Balances</b>	<b>9,698,799</b>	<b>9,705,094</b>



## Operating Statement

For the 9 months ended December 31, 2024

### Highlights:

- **CCN is operating in a balanced position, outperforming prior year results**
- **Higher 1x funding explains this improvement**
- **Forecast: based on the current run rate\*, a negligible deficit (\$2.3K) is expected at year-end**

$$\text{run rate} = \frac{\text{YTD surplus or deficit}}{\text{periods in year}}$$

Community Care Northumberland	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	PY YTD Actual	Annual Budget
Funding- LHIN	2,003,962	1,943,690	71,888	3.7%	1,924,686	2,591,587
Funding- LHIN - One time	324,348	0	312,732		104,334	0
Client fee recoveries	619,602	675,026	-55,424	-8.2%	558,266	900,034
Fundraising	72,881	174,377	-101,496	-58.2%	269,472	232,503
Donations	806,224	1,081,718	-275,494	-25.5%	795,852	1,442,291
Grants	398,955	224,505	174,450	77.7%	378,304	299,340
Interest income/loss	71,845	13,500	58,345	432.2%	25,701	18,000
Amortization of Capital Contributor	355,360	312,522	42,838	13.7%	328,717	416,696
Other revenue	8,838	0	8,838		10,035	0
<b>Total Revenue</b>	<b>4,662,015</b>	<b>4,425,338</b>	<b>236,677</b>		<b>4,395,367</b>	<b>5,900,451</b>
<b>Operating Expenses</b>						
Salaries, Wages	2,483,547	2,429,120	54,427	2.2%	2,395,032	3,238,827
Benefits	400,067	397,524	2,543	0.6%	382,011	530,031
Medical Staffing	48,413	53,850	-5,437	-10.1%	46,049	71,800
Supplies	400,311	402,934	-2,623	-0.7%	371,255	537,245
General Sundry	200,034	186,319	13,715	7.4%	177,224	248,426
Travel - Staff & Service Delivery	256,693	253,966	2,727	1.1%	258,069	338,622
Professional fees	156,682	141,431	15,251	10.8%	143,742	188,575
Volunteer Recognition	7,727	7,313	414	5.7%	8,929	9,750
Fundraising	32,703	16,125	16,578	102.8%	65,077	21,500
Equipment Maintenance/Purchase	92,086	48,925	43,161	88.2%	60,737	65,233
Amortization of Capital Assets	351,400	310,325	41,075	13.2%	334,848	413,766
Contracted Out Services	73,127	49,594	23,533	47.5%	88,065	66,126
Occupancy - Rent/Lease/Taxes	160,981	127,913	33,068	25.9%	139,581	170,550
<b>Total Expenses</b>	<b>4,663,771</b>	<b>4,425,339</b>	<b>238,432</b>		<b>4,470,619</b>	<b>5,900,451</b>
<b>Surplus or Deficit before Transfers</b>	<b>-1,756</b>	<b>-1</b>	<b>-1,755</b>		<b>-75,252</b>	<b>0</b>

## Revenue Highlights:

**Ontario Health Funding** – The \$313K favourable 1x funding variance was driven by:

- \$250K for Hospice Services (confirmed in Q3 and received in early Jan), *plus*
- \$54K relating to a 3% increase for CSS, *and*
- \$6K relating to a 3% increase for PALC (confirmed in Q2; CCN has received \$30K of that increase as of end of Dec).

**Donations & Fundraising** – \$376K unfavourable variance was driven by a diversion of donations directly to the Foundation – this is expected to continue to year-end.

**Client Fees** – \$55K (8%) unfavourable variance driven by lower than expected demand for Meals on Wheels services due to increased price to cover inflationary pressures in food.

**Interest Income**– \$58K (432%) favourable variance driven by conservative budgeting and improved interest rates.

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

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## Expense Highlights:

**Salaries & benefits** – \$54K (2%) unfavourable budget variance driven predominantly by retro pay.

**Equipment Maintenance/Purchase** – \$43K (88%) unfavourable variance driven by increased IT equipment needs & unexpected part replacements in transportation.

**Occupancy** – \$33K (26%) unfavourable variance driven by unexpected building costs for Ed's House.

**Contracted Out Services** – \$24K (48%) unfavourable variance driven by:

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

**Fundraising** – \$17K (103%) unfavourable variance driven by underbudgeting.

**Professional Fees** – \$15K (11%) unfavourable budget variance driven by higher than expected costs for consulting services to complete the design of the 4 Ed's House suites as well as some IT processing costs.

# Hospice Services

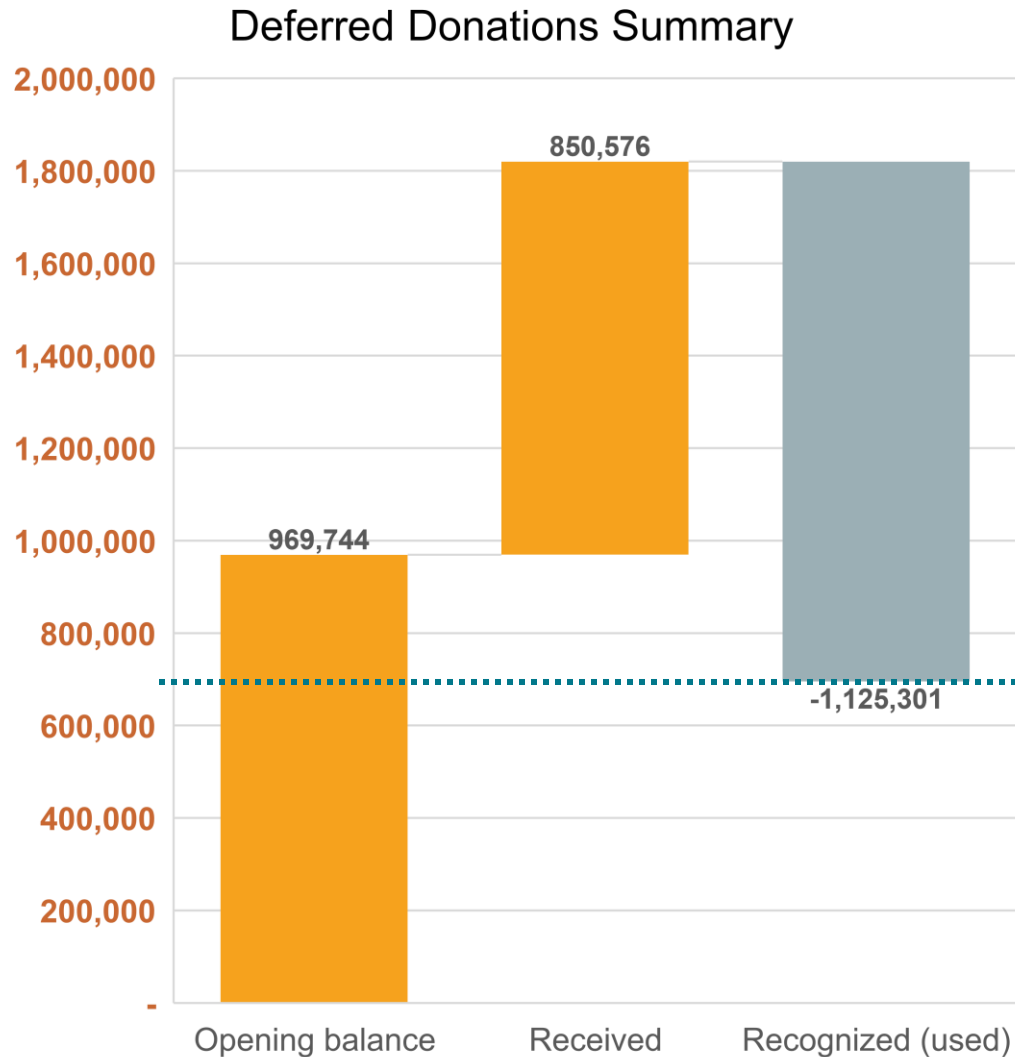
## Statement of Operations

### Highlights:

- Hospice Services is operating at a balanced position, however
- Ed's house is reliant on Deferred Revenues to cover expenses – discussed on next slide
- Unexpected Ed's House maintenance costs are coded under 'Occupancy' line item

	PCCT	Hospice	Ed's House	TOTAL
<b>Hospice Services</b>				
Funding- LHIN	\$270,510	\$151,516	\$526,940	\$944,765
Funding- LHIN - One time			283,800	288,001
Fundraising			427	427
Donations			79,492	79,492
Deferred Revenue	69,203	46,554	352,830	468,587
Interest income/loss			49,815	49,815
Amortization of Capital Contribution			310,901	310,901
<b>Total Revenue</b>	<b>339,713</b>	<b>198,070</b>	<b>1,604,205</b>	<b>2,141,988</b>
<b>Operating Expenses</b>				
Salaries, Wages	217,259	140,804	893,584	1,251,647
Benefits	33,466	24,500	119,554	177,520
Medical Staffing			48,413	48,413
Management fee transfers	55,890	17,973	77,390	151,253
Supplies	2,747	1,136	72,140	76,023
General Sundry	11,508	3,913	39,735	55,156
Travel - Staff & Service Delivery	5,641	568	2,766	8,975
Professional fees			5,065	5,065
Volunteer Recognition	1,051	62	131	1,244
Fundraising			12,308	12,308
Equipment Maintenance/Purchase			346	346
Amortization of Capital Assets			311,361	311,361
Occupancy - Rent/Lease/Taxes	12,152	9,114	21,495	42,761
<b>Total Expenses</b>	<b>339,714</b>	<b>198,070</b>	<b>1,604,288</b>	<b>2,142,072</b>
<b>Surplus or Deficit before Transfers</b>	<b>(1)</b>	<b>0</b>	<b>(83)</b>	<b>(84)</b>

Deferred donations cannot be used to fund Ed's House indefinitely, however, a plan exists.



**\$695K remains in Deferred Donations**

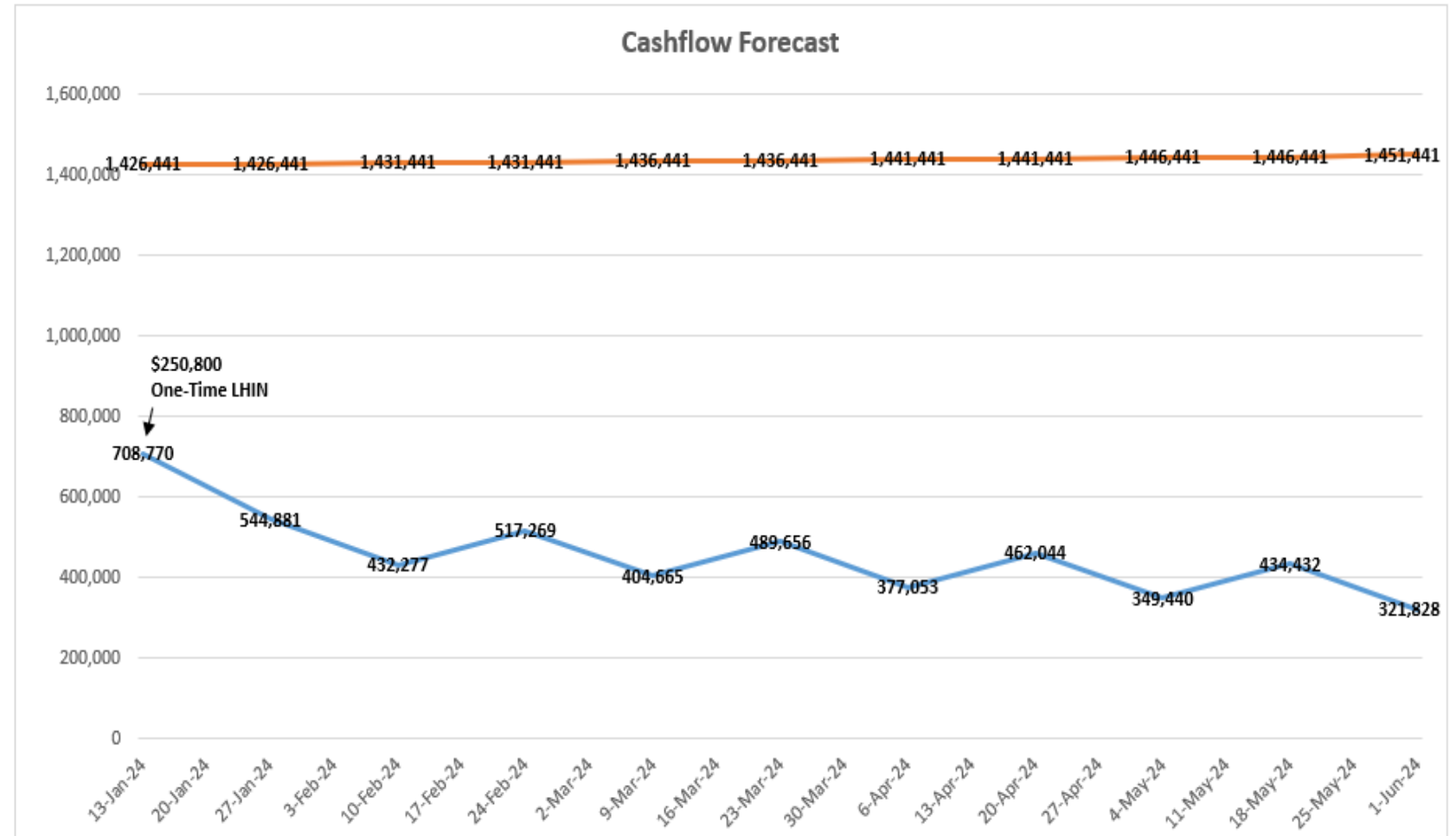
### Discussion:

- Ed's House is using an average of \$60K of Deferred Revenue to balance the program each month.
- Currently, \$468K is sitting in hospice deferred revenue which means there is ~7 months until that money runs out.
- The plan going forward is to begin drawing cash from the Foundation to balance.

# Cashflows are stable & the HISA is growing steadily

## Highlights:

- High-Interest Savings Account has an average YTD interest rate of 3.41%
- Cash is stable and forecasted to remain stable for the foreseeable future – no liquidity risk is forecasted at this time.



Orange Line is CIBC High Interest Savings Account

Blue line is RBC Operating Account





### Performance Key

	Performance Meets or Exceeds
	Performance Below Standard

### PERFORMANCE INDICATORS 2023-2024 Q3

PERFORMANCE INDICATORS 2023-2024 Q3			Year to Date			
SERVICE ACTIVITY	2023/2024 Target	Q3 2022-2023	Q3 2023-2024	Budget to Date	Variance	Comments
Home Help/Home Maintenance - # of Matches	470	420	540	353	188	Home Help and Maintenance matches are up significantly over the last year due to increased recruitment of new workers.
Home Help/Home Maintenance- Individuals	395	374	462	296	166	Individuals served is also up as many waitlisted clients are now matched. 64 people remain on the waitlist.
Home at Last/Home First Hospital Referrals - Visits	540	575	481	405	76	Referrals are down compared to last year but still meeting target.
Home at Last/Home First Hospital Referrals - Individuals	440	448	394	330	64	Individuals are down from this time last year but are still meeting target.
Meals Delivery - Meals Delivered	39,000	29,802	26,503	29,250	-2,747	Due to price increase as of April 1, 2023 - we have seen a decrease in our HMOW and FMOW client's. Currently - we continue to have funding available to help some clients with subsidies The Nutrition Team has been working on and will continue to work on promotional activities to increase clients to meet ministry targets.
Meals Delivery - Individuals	590	525	493	443	51	We are still meeting ministry targets for individuals served but are slightly down from this time last year and this would be attributed to the price increase.
Social and Congregate Dining/Exercise & Falls - Attendance Days	15,000	8,761	14,553	11,250	3,303	Congregate dining program still going strong. Numbers continue to increase and people feel comfortable attending. There are 35 exercise and falls classes running across the County. Full time instructor. Number of workshops increasing.
Social and Congregate Dining/Exercise & Falls - Individuals	1,500	932	1,316	1,125	191	We continue to reach new people with workshops and classes.
Transportation - Visits	35,000	24,028	24,503	26,250	-1,747	In 3rd Quarter many clients experienced increased cancellations and reschedules from their doctors as they had begun using virtual appointments due to the increase flu and COVID concerns. We have found that many volunteers have began taking longer periods of time off for their own personal travel. The reduction in volunteers has limited us to in number of trips we are able to complete.
Transportation - Individuals	2,500	1,482	1,516	1,875	-359	We had many inquiries about our services and options available. But with many clinics being restricted due to levels of COVID and Flu, many clinics were often rescheduled for next quarter or changed to virtual visits.
Home at Last/Home First PSW - Hours of Care	1,100	832	692	825	-133	Hours are down due to a lower volume of referrals for PSW respite and a higher rate of HAL settlement cancellations by hospitals this year - 20% of referrals have been cancelled this year vs. 13% last yer.

Home at Last/Home First PSW Hours - Individuals	230	190	181	173	9	Individuals served meets target
Caregiver Support - Visits	310	239	172	233	-61	Visits are down due to some active matches ending this year.
Caregiver Support - Individuals	12	14	8	9	-1	Individuals served are also down due to active matches ending this year.
Visiting - Social & Safety - Visits	20,750	11,912	11,013	15,563	-4,550	Numbers indicate we are making up some ground from last quarter. However, still lower than last year. Adopt a Grandparent helped this quarter. Pen Pal program and Senior Centre Without Walls stats help. Still need Friendly Visiting volunteers for traditional friendly visit. We still have waitlist all areas with the exception of
Visiting - Social & Safety - Individuals	225	282	311	169	142	We reached 130 clients with Adopt a Grandparent - many were new to the functional centre, therefore numbers have surpassed target.
Visiting - Hospice - Visits	4,500	4,438	4,363	3,375	988	Direct support volunteer visits in the residence have been removed from this category and the numbers remain high. This statistic is now just for visit in a community setting.
Visiting - Hospice - Individuals	430	412	616	323	294	Numbers continue to rise due to engagement with the community partners and increased demand for service.
Hospice Residents - Individuals Served		116	93	0	93	Number of residents are down from this time last year.
Hospice Residents - Occupancy rate	80%	82%	90%	0		Occupancy rate is above Ministry requirement. Average length of stay is slightly longer for Q3 at 18.7 days with a YTD figure of 15.3 days. This continues to meet our Ministry requirements.
Personal Distress Alarms - Individuals	140	144	133	105	28	No waitlist. Numbers are within goals, however, numbers are declining due to units only working with land lines. Our units are becoming obsolete.
Total Individuals Served	8,100	4,508	4,070	6,075	-2,005	A re-calculation was completed on individuals served by the organization. The current figure represents 'unique' individuals served whereas the previous number double counted clients if they used multiple programs.
Total Visits	61,570	41,612	41,072	46,178	-5,106	Total visits is tracking lower than anticipated but as we increase our programs such as friendly visiting, transportation and Meals on Wheels this number should increase. Lack of volunteers in these program areas is key to visits being down.
# of Volunteers - Individuals	872	466	601	654	-53	Focused recruitment this past quarter has enabled us to recruit more volunteers. Currently sitting closer to pre-COVID numbers but still have a way to go.
# of Volunteers - Hours	91,193	29,049	28,461	68,395	-39,934	Volunteers tend to go on vacation and leave their homes less in the winter months as reflected in Q3 numbers.

# Appendix – Deferred donations detail

## Community Care Northumberland Deferred Donations Summary For year ending March 31, 2024

		OCSA MOW	OCSA Vaccine	OTF	SSAH	NEARN	BRI MOW	MTO	Good Companions- Senior Centre without	General Donations Wellness	Petro Canada Caremakers for MOW and TR	Central Transportation	Deferred THR Grants	Lakeshore	Tate Memorial	Eds House Deferred-Curr YR Operating	Estates	Unsolicited Donations
		Grant	Grant		Grant		Donation											
<b>OPENING</b>	969,743.94	- 122	8,000	10,938	7,126		10,000	26,862	3,914	1,664	7,500	71,897	45,500	11,037	3,646	772,281	- 22,175	11,675
Received Current Year	850,574.94	-	-	42,700	13,333	3,027	5,500	10,000	-	300	-	509,450	17,247	21,685	-	227,333		
Recognized Current Year	-1,125,300.80	-	696	- 53,638	- 13,330	-	- 2,132	- 39,001	- 3,923	- 1,964	- 7,500	- 456,768	-	-	- 3,646	- 531,027		- 11,675
<b>BALANCE</b>	<b>695,018.08</b>	- 122	7,304	-	7,129	3,027	13,368	- 2,139	- 9	-	-	124,579	62,747	32,722	-	468,587	- 22,175	-

**GL**

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00-1-43846--95												124,579							
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