CommunityCare
NORTHUMBERLAND

Q2 Financial Report

For the six months ending September 30th, 2025

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Prepared for: Finance Committee

Version 2

Presentation Notes

Contents:

Abbreviations:

YTD = year to date

PY = prior year

Y/Y = year over year

HISA = High-Interest Savings Account

CSS = Community Support Services

PALC = Palliative Care

NFP = Not For Profit

CommunityCare NORTHUMBERLAND

Statement of Financial Position

For the 6 months ended September 30, 2025

Highlights:

- **Cash stability (liquidity[1]) remains static from Q1**
- **Small increase in HISA driven by interest earned**
- **Accounts receivable & Accounts payable differences driven by timing**
- **Decreases in Deferred grant revenue is driven by the need to balance certain Transportation program routes**

[1]Liquidity is measured by an organization's ability to cover short-term obligations with easily-accessible cash. This measure is called 'Acid Test' (a more conservative Current Ratio), which is calculated as:

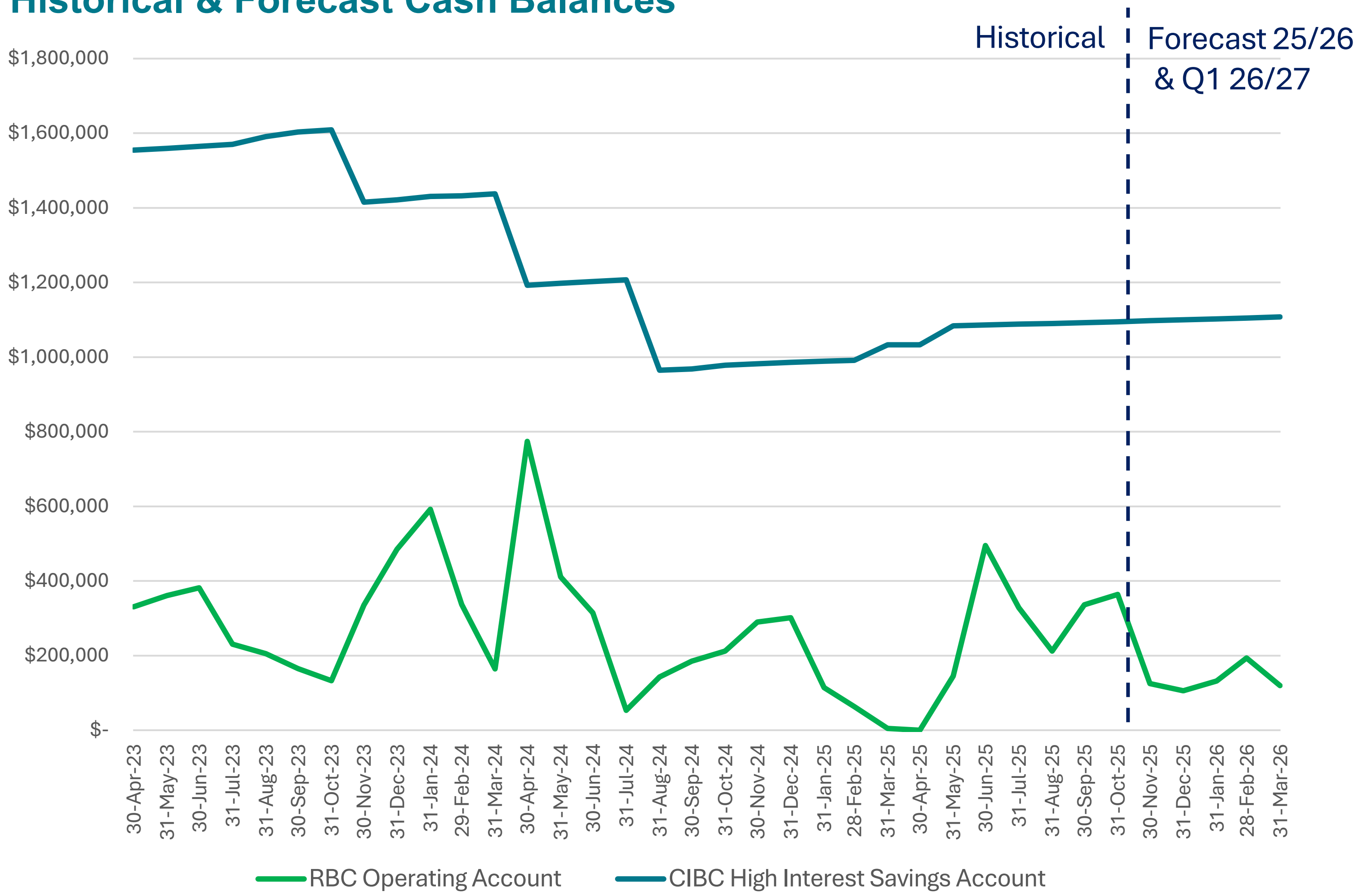
Acid Test Ratio = (Cash + Receivables) / Current Liabilities

CCN's Acid Test ratio is 2, which is a lower than 2024/25 YE but is still strong & means the organization could cover more than double it short-term liabilities

	September 30, 2025	July 31, 2025
CURRENT ASSETS	$	$
Cash and bank		
Operating Account	280,376	279,075
Lottery Account	687	687
CCN High Interest Savings Account	1,092,343	1,088,225
Petty Cash	2,292	2,292
Operating Line of Credit	-	-
Accounts receivable	213,319	336,387
Prepaid Expenses	76,512	89,727
Investments		
RBC GICs	55,905	55,905
Accrued Interest on Investments	2,435	2,141
Port Hope - Credit Union Shares	-	-
Total Current Assets	1,723,869	1,854,438
Property, Plant & Equip		
Land	236,188	236,188
Equipment	263,635	273,704
Leasehold Improvements	902	1,203
Building	6,338,813	6,408,854
Vehicle	150,133	160,675
Total Property, Plant & Equip	6,989,671	7,080,623
Total Assets	**8,713,540**	**8,935,061**
LIABILITIES		
Current Liabilities		
Accounts payable and accrued liabilities	645,016	735,103
Government Remittances	43,840	49,394
Deferred grant revenue	99,270	114,540
Total Current Liabilities	788,125	899,038
Deferred Contributions	6,989,671	7,080,623
Long Term Liability		
Total LT Liabilities	6,989,671	7,080,623
Fund Balances		
Net Assets	938,328	938,328
Year to Date Surplus/Deficit	-2,584	17,072
Total Liabilities & Fund Balances	**8,713,540**	**8,935,061**

Cashflow

Historical & Forecast Cash Balances



Highlights:

- The likelihood that cash withdrawals from the HISA are necessary to balance CCN **is low given the projected YE surplus**
- Inflows are stable / predictable at present, with the next major cash boost occurring in Feb (Q3 Foundation top-up & gas tax rebate)
- Payroll represents the majority of total cash burn (48%)
- Forecast assumes no change in service volumes and no additional capital draws

HISA Proposal - Optimize Investment Income

Current State / Challenge

- CCN holds ~$1.1M in a HISA – while secure and liquid, the return is below current low-risk market opportunities
- Finance is recommending the exploration of options to maximize interest income potential

Goal

To increase annual investment income while maintaining principal protection, appropriate liquidity, & alignment with Board governance & not-for-profit investment regulations.

Proposed Approach

Engage a qualified Investment Advisor to recommend & implement low-risk, capital-preserving investment structures, such as:

- GIC Laddering Strategy (e.g., 3-, 6-, 12-, 18-, 24-month staggered maturities)
- Government Treasury Bills
- Conservative Bond Pools designed for public sector and charitable organizations

The advisor will ensure:

- Liquidity remains sufficient for operational cash flow, assets are diversified but risk-controlled, & all investments comply with NFP investment regulations and CCN policy

Community Care NORTHUMBERLAND

Operating Statement

For the 6 months ended September 30th, 2025

High-level observations:

- **YTD deficit is $2.5K – a $153K Y/Y improvement**
- **This Y/Y favorability is being driven by:**
  - Base Funding increase of $75K (5%)
  - 2023 WSIB rebate ($25K)
  - Transportation restructuring ($30K)
- **Expenses are higher than budget by $13K & have grown Y/Y by $170K**
- **This is predominantly due to expansion of Hospice Services**

Community Care Northumberland	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	PY YTD Actual
Government Funding - Base	1,424,013	1,435,826	-11,813	-0.8%	1,349,172
Government Funding - One-Time	503,253	446,500	56,753	12.7%	529,766
Client fee recoveries	355,530	392,978	-37,448	-9.5%	383,021
Fundraising	38,622	40,000	-1,378	-3.4%	28,524
Donations	108,739	261,246	-152,507	-58.4%	93,685
Foundation Funding	480,968	342,965	138,003	40.2%	199,681
Grants	203,163	202,863	300	0.1%	217,320
Interest income/loss	17,668	29,250	-11,582	-39.6%	36,971
Amortization of Capital Contribution	272,075	267,500	4,575	1.7%	256,832
Other revenue	27,409	2,000	25,409	1270.5%	594
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Total Revenue	**3,431,440**	**3,421,128**	**10,313**		**3,095,566**
Operating Expenses					
Salaries, Wages	1,866,979	1,835,389	31,590	1.7%	1,744,350
Benefits	348,129	324,132	23,997	7.4%	295,756
Medical Staffing	34,277	35,900	-1,623	-4.5%	34,273
Supplies	269,439	290,123	-20,684	-7.1%	284,403
General Sundry	128,200	130,535	-2,335	-1.8%	118,969
Travel - Staff & Service Delivery	133,014	167,230	-34,216	-20.5%	163,492
Professional fees	139,027	106,362	32,665	30.7%	102,245
Volunteer Recognition	5,241	7,082	-1,841	-26.0%	7,701
Fundraising	25,298	22,450	2,848	12.7%	15,150
Equipment Maintenance/Purchase	41,545	54,800	-13,255	-24.2%	49,014
Amortization of Capital Assets	272,075	267,500	4,575	1.7%	256,832
Contracted Out Services	42,670	56,625	-13,955	-24.6%	53,650
Occupancy - Rent/Lease/Taxes	128,130	123,000	5,130	4.2%	125,013
Total Expenses	**3,434,024**	**3,421,128**	**12,896**		**3,250,848**
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Surplus or Deficit before Transfers	**-2,584**	**0**	**-2,584**	-	**155,282**
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Revenue Variance Highlights

- **Donations:** $153K (58%) unfavorable variance resulted from donations being redirected to the Foundation. As of the end of September, actual donations and fundraising have increased by $25K (21%) compared to the same period in 2024/25. It is important to note that CCN will be hosting the first ever Casino Fundraiser in the new year to help combat the Client Service organizational deficit.
- **Foundation Funding:** $138K (40%) favorable variance driven by higher hospice operating costs, as rising salaries & increased demand for services required more funding support than anticipated (More detail on slide 7).
- **Government One-Time Funding:** $56K (123%) favorable variance driven by 1x Clinical Coach Funding.
- **Client Fees:** $37K (9%) unfavourable variance driven by continued lower-than-expected demand for Meals on Wheels services & transportation services although volumes had increased in September.
- **Other Revenue:** $25K (1,270%) favourable variance due to a $24K WSIB rebate, of which all has been used by the end of September.

Subsequent events

- **WSIB Rebate:** $25K WSIB Rebate equaling to 61% of reported 2024 premiums confirmed on October 27th

Expense Variance Highlights

- **Travel - Staff & Service Delivery:** $34K (21%) favourable variance – the driver of which is unknown at this time given the exceptional circumstances surrounding this program. Either volumes are lower-than-budget or invoicing is now aligned with reality.
- **Benefits:** $24K (7%) unfavourable variance driven by higher occupancy at Ed's House and new Grief & Bereavement programs which required additional clinical staffing.
- **Professional Fees:** $33K (31%) unfavourable variance driven by unbudgeted recruitment costs related to the executive search for a new CEO & Governance Planning with Laridae.
- **Contracted Out Services:** $14K (25%) favourable variance reflecting lower-than-expected activity for In-Home Services & Nutrition compared to both budget and PY.
- **Equipment Maintenance/Purchase:** $13K (24%) favourable variance driven by fewer vehicle repairs required. Costs are expected to rise in Q3 when all vehicles undergo annual maintenance and have winter tires installed.

Community Care NORTHUMBERLAND

Operating Statement Forecast

For the 12 months ended March 31, 2026

High-Level Assumptions:

- **Salaries & Wages:** $316K/month on avg.
- **Government Funding:** Reflects secured commitments as of November 2025
- **Fundraising & Donations**: Incorporates planned fundraising margin ($10K est.) & probable estate gifts ($15K based on legal)
- **Other Revenue:** Based on the calculated WSIB rebates (both 2023 & 2024)
- **Equipment:** Factoring in Q3/Q4 vehicle maintenance ($10K est.)
- **All Other Line Items:** Estimated using a run-rate (a.k.a straight-line method)

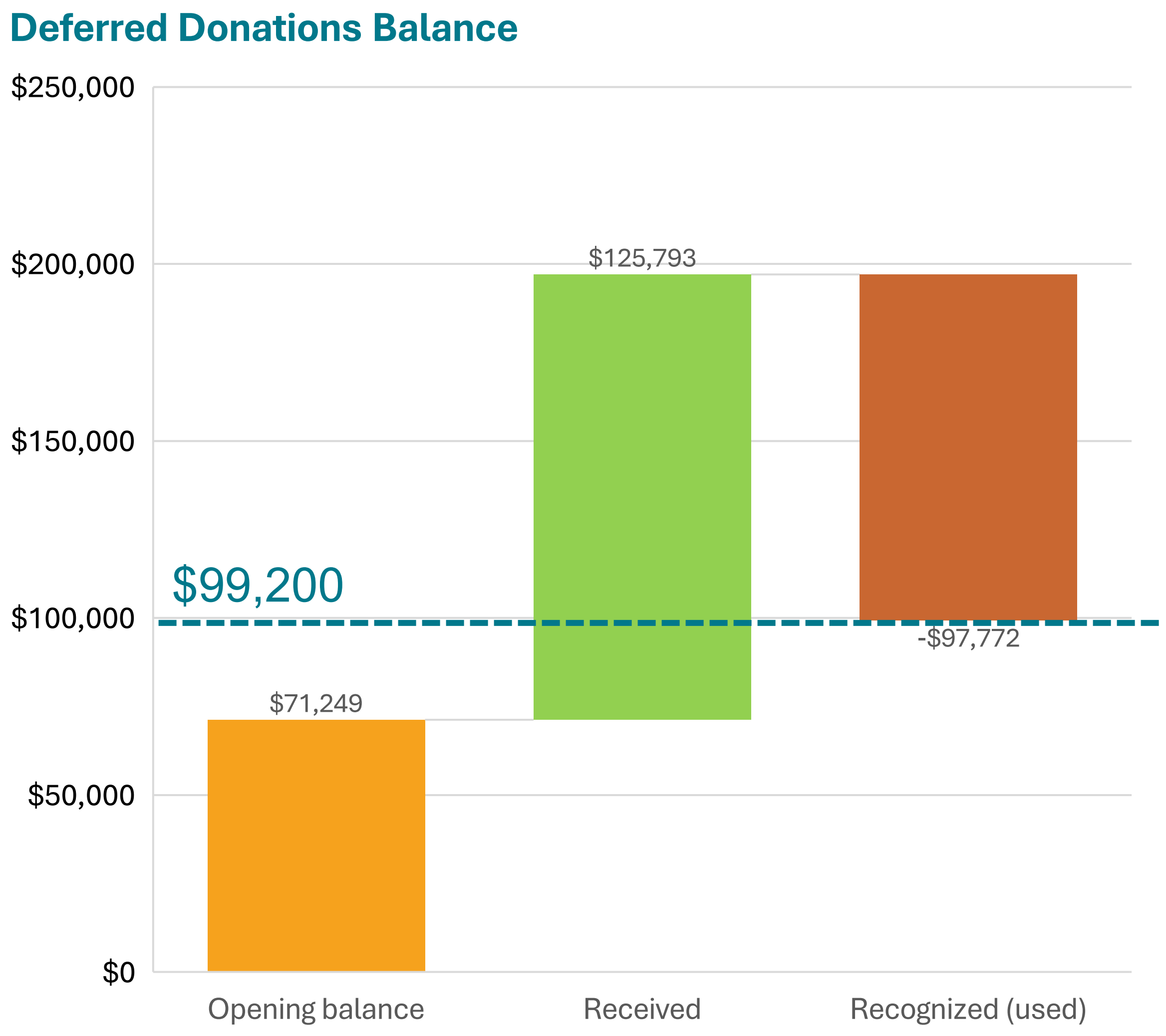
Community Care Northumberland	**Year End Forecast**	**Annual Budget**	**Year-end Variance**
Government Funding - Base	2,994,657	2,871,652	123,005
Government Funding - One-Time	1,078,905	893,000	185,905
Client fee recoveries	711,000	785,956	- 74,956
Fundraising	64,000	80,000	- 16,000
Donations	149,000	520,081	- 371,081
Foundation Revenue	962,000	688,340	273,660
Grants	406,000	405,726	274
Interest income/loss	35,000	58,500	- 23,500
Amortization of Capital Contribution	545,000	535,000	10,000
Other revenue	49,000	4,000	45,000
Total Revenue	**6,994,562**	**6,842,255**	**152,307**
Operating Expenses			
Salaries, Wages	3,794,000	3,670,778	123,222
Benefits	696,000	648,264	47,736
Medical Staffing	69,000	71,800	- 2,800
Supplies	539,000	580,246	- 41,246
General Sundry	256,000	261,070	- 5,070
Travel - Staff & Service Delivery	266,000	334,460	- 68,460
Professional fees	236,000	212,723	23,277
Volunteer Recognition	10,000	14,164	- 4,164
Fundraising	55,000	44,900	10,100
Equipment Maintenance/Purchase	105,000	109,600	- 4,600
Amortization of Capital Assets	545,000	535,000	10,000
Contracted Out Services	85,000	113,250	- 28,250
Occupancy - Rent/Lease/Taxes	256,000	246,000	10,000
Total Expenses	**6,912,000**	**6,842,255**	**69,745**
Surplus(Deficit) before Transfers	**82,562**	**-**	**82,562**

Hospice Operating Statement
For the 6 months ended September 30th, 2025

	Complex G&B	Bereavement	PCCT	FV	Ed's House	TOTAL
Hospice Services						
Government Funding - Base	15,145	5,461	108,648	108,983	315,000	553,237
Government Funding - One-Time	-	-	-	-	493,252	493,252
Fundraising	-	-	-	-	-	-
Donations	-	-	-	-	9,755	9,755
Foundation Funding	-	-	126,880	32,383	330,205	489,468
Grants	-	-	-	-	4,964	4,964
Interest Income/Loss	-	-	-	-	-	-
Amortization of Capital Contributior	-	-	-	-	229,848	229,848
Total Revenue	**15,145**	**5,461**	**235,528**	**141,366**	**1,383,024**	**1,780,524**
Operating Expenses						
Salaries, Wages	12,775	4,462	157,219	96,890	754,263	1,025,609
Benefits	2,369	999	32,916	20,215	120,847	177,346
Medical Staffing	-	-	-	-	34,277	34,277
Management fee transfers	-	-	16,500	10,500	94,500	121,500
Supplies	-	-	6,636	482	73,643	80,761
General Sundry	-	-	6,722	2,704	30,586	40,012
Travel - Staff & Service Delivery	-	-	2,223	591	697	3,511
Professional fees	-	-	-	-	9,132	9,132
Volunteer Recognition	-	-	-	-	220	220
Fundraising	-	-	-	-	11,529	11,529
Equipment Maintenance/Purchase	-	-	-	-	2,835	2,835
Amortization of Capital Assets	-	-	-	-	229,848	229,848
Occupancy - Rent/Lease/Taxes	-	-	13,312	9,984	20,643	43,939
Total Expenses	**15,144**	**5,461**	**235,528**	**141,366**	**1,383,020**	**1,780,519**
Surplus or Deficit before Transfers	**1**	**0**	**0**	**0**	**4**	**5**

- Hospice Services continues to maintain a balanced position with support from the Foundation
- CCN has received $9K in donations designated for Ed’s House
- CCN has used ~$485K of Foundation Funding to balance 3 hospice programs
- 2 new hospice programs funded by specialized OH Funding
- Hospice programs required an avg. of $81K per month to balance, **a 143% increase from 2024/25**
- This increase reflects higher salary costs (volume & rate increases), as well as growing demand (101 individuals served in the first six months of 2025/26 vs. 71 in the final six months of 2024/25)
- After monthly deposits of $61K, the Foundation still owes CCN $40K for YTD operating costs incurred

Deferred Donations



Highlights:

As of the end of September, $99K sits in Deferred Donations, broken down by:

- $8.6K for Nutrition Services
- $2.1K for In-Home Services
- $3.5K for Wellness Services
- $85K for Transportation Services

Capital Plan Overview (2026-2031)

Step 1: Assessment of Current Assets

- Conduct a review of all existing facilities (major components) , equipment, and technology assets (>$3,500), evaluating each asset's age, condition, & remaining useful life

Step 2: Needs Identification and Prioritization

- Gather input from program managers & frontline staff to identify current and emerging needs

Step 3: Project Scoping and Costing

- Develop preliminary cost estimates for each capital project (e.g., renovations, IT systems, new equipment)

Step 4: Funding and Resource Planning

- Identify and assess potential funding sources

Step 5: Approval, Implementation, and Monitoring

- Present the draft plan to the Board of Directors for approval
- Establish oversight through a Capital Committee
- Implement projects in phased stages and monitor progress against timelines and budgets
- Review and update the capital plan annually to reflect changes in needs, funding, or priorities

Volumes

Performance Key

Green	Performance Meets or Exceeds
Yellow	Performance Below Standard

PERFORMANCE INDICATORS 2025-2026 Q2

SERVICE ACTIVITY	2025/2026 Target	Q2 2024-2025	Year to Date Q2 2025-2026	Budget to Date	Variance	Comments
Home Help/Home Maintenance - # of Matches	470	544	569	235	334	Well above target. Demand for this service remains high.
Home Help/Home Maintenance- Individuals	395	452	454	198	257	The demand for this service is high. Currently 82 people on the waitlist.
Home at Last/Home First Hospital Referrals - Visits	540	329	277	270	7	Volume of referrals is down from last year, but still meeting target.
Home at Last/Home First Hospital Referrals - Individuals	440	269	236	220	16	Volume of referrals is down from last year, but still meeting target.
Meals Delivery - Meals Delivered	39,000	17,102	17,100	19,500	-2,400	Meal program continues to struggle. Staff have continued to promote the program through the county and work with providers on the quality of the food.
Meals Delivery - Individuals	590	400	373	295	78	Slightly down from same time last year, but well above target. Staff continuing to promote in hopes of attracting new clients.
Social and Congregate Dining/Exercise & Falls - Attendance Days	15,000	11,716	9,064	7,500	1,564	Congregate Diners - Good attendance at most diners. Attendance days continue to be above target but also continue the downward trend. Many workshops have had to be cancelled due to low attendance. New marketing idea of "Bring a Friend" may have a positive impact.
Social and Congregate Dining/Exercise & Falls - Individuals	1,500	1,181	701	750	-49	Congregate Diners - staff are working towards having more diners at locations where attendance is strong and discontinuing locations that have weaker attendance. Hoping that the new marketing idea will increase numbers.
Transportation - Visits	35,000	17,860	9,590	17,500	-7,910	Transportation metrics are under review.
Transportation - Individuals	2,500	1,072	955	1,250	-295	Staff are working with Volunteer Coordinator and PR to create updated recruiting posters and material for social media.
Home at Last/Home First PSW - Hours of Care	1,100	498	478	550	-72	Although referrals from hospitals are down from last year, hours are nearing target.
Home at Last/Home First PSW Hours - Individuals	230	156	144	115	29	Individuals served are down from last year, but exceeding targets. Referrals from hospitals are down.

Volumes

Caregiver Support - Visits	310	321	271	155	116	Visits are meeting target although some active matches have ended this year due to death or moving into Long Term Care.
Caregiver Support - Individuals	12	12	7	6	1	Individuals down due to client deaths or moves into Long Term Care.
Visiting - Social & Safety - Visits	20,750	6,057	6,057	10,375	-4,318	Numbers have stayed constant compared to Q2 last year. However, they are still down. We continue to need more Friendly Visiting volunteers.
Visiting - Social & Safety - Individuals	225	156	159	113	47	Continued need for volunteers for Friendly visiting program we need to try and increase the Telephone Reassurance clients and this number could be higher.
Visiting - Hospice - Visits	4,500	2,470	2,692	2,250	442	Q2 increase in visits align with the increase in client intake and the availability of trained volunteers.
Visiting - Hospice - Individuals	430	522	455	215	240	Client numbers down from prior year, overall reporting across agencies has indicated a 'quiet' summer. As volunteer availability increases and fall programming begins we hope to reach prior year targets.
Hospice Residents - Individuals Served		82	101	0	101	Q2 was a very busy quarter for staff, several days the residence was at full census.
Hospice Residents - Occupancy rate	80%	68%	70%	0	0	While we had some residents who exceeded our average length of stay, we were able to keep our occupancy rate stable. Consistently meeting ministry target remains difficult to maintain.
Personal Distress Alarms - Individuals	140	106	98	70	28	Numbers have increased since last quarter but continue a downward trend due to units beoming obslete.
Total Individuals Served	8,100	3,561	3,143	4,050	-907	Less individuals served in a couple of program areas (hospice, wellness programs and Home at last) resulted in lower numbers. With strategies to improve those in Q3 we should be closer to our target number.
Total Visits	61,570	27,581	19,456	30,785	-11,329	Total visits down from same time last year, although, the deficit aligns with the incorrect calculation of Transportation visits.
# of Volunteers - Individuals	872	530	675	436	239	As our new Volunteer Coordinator has settled into the role, her aptitude and speed to recruit and onboard has increased. There has been an influx of interest in volunteering in some of our service areas.
# of Volunteers - Hours	91,193	23,287	22,080	45,597	-23,517	An increase in Volunteer resignations due to increased age and moving away, has occurred the past 6 months.This has decreased the overall number of hours. Working on recruitment in areas that are losing volunteers.

Appendix: Deferred Donations Detail

Community Care Northumberland

Deferred Donations Summary

For year ending March 31, 2026

		OCSA Vaccine	SSAH	NEARN	BRI MOW	Easter Cookie Revenue	Canadian Legion Branch 103 Donation	Canadian Legion Branch 30 MOW Donation	ODSP & OW Overpayments	MTO	Deferred THR Grants	Central Transportation	Lakeshore
		Grant	Grant		Donation								
OPENING	71,249	1,201	750	3,527	16,068	8,485	9,000	3,900	1,562	13,762	7,051	-	5,944
Received Current Year	125,793	-	-	-	-	5,815	-	1,000	-	-	10,000	108,978	-
Recognized Current Year	- 97,772	-	- 750	-	- 10,373	- 14,300	- 6,858	- 1,998	- 1,562	- 13,762	-	- 48,170	-
BALANCE	**99,270**	**1,201**	**-**	**3,527**	**5,696**	**-**	**2,142**	**2,903**	**-**	**-**	**17,051**	**60,808**	**5,944**

GL		OCSA Vaccine	SSAH	NEARN	BRI MOW	Easter Cookie Revenue	Canadian Legion Branch 103 Donation	Canadian Legion Branch 30 MOW Donation	ODSP & OW Overpayments	MTO	Deferred THR Grants	Central Transportation	Lakeshore
01-1-43846--00		1,201	-	3,527	5,696	-	2,142	2,903	-				
00-1-43846--90										-			
00-1-43846--70											17,051		
00-1-43846--95												60,808	
00-1-43846--80													5,944
00-1-43846--50													
00-1-43846--30													

Appendix: Funding Detail 2025/26

Ontario Health:

- $1,947,687 - CSS Base Funding
- $216,695 - PALC Base Funding
- $11,160 - CSS New Base Funding (0.6% Increase)
- $1,260 - PALC New Base Funding (0.6% Increase)
- $103,655 - CSS Base Funding for Complex Grief and Bereavement
- $78,300 - CSS Base Funding for Bereavement Services
- $5,900 - CSS Base Funding for Meal Services

Ontario Health at Home:

- $630,000 - Base Funding for the 6 pre-existing beds ($105,000 per bed)
- $283,800 - One-Time Funding for the 6 pre-existing beds ($47,300 per bed)
- $609,200 – One-Time Funding for the 4 new beds ($152,300 per bed)
- $152,000 – One-Time Funding for a Clinical Coach