



**Community Care**  
**NORTHUMBERLAND**

# Q3 Financial Report

For the nine months ending December 31<sup>st</sup>, 2025

Prepared by:

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Prepared for:

**Finance Committee**

February 6, 2026

Version 1

# Presentation Notes

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## 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

## Statement of Financial Position

For the 9 months ended December 31st, 2025

### Highlights:

- Cash and liquidity<sup>1</sup> have remained stable
- Increase in A/R driven by money owed from the Foundation (timing)

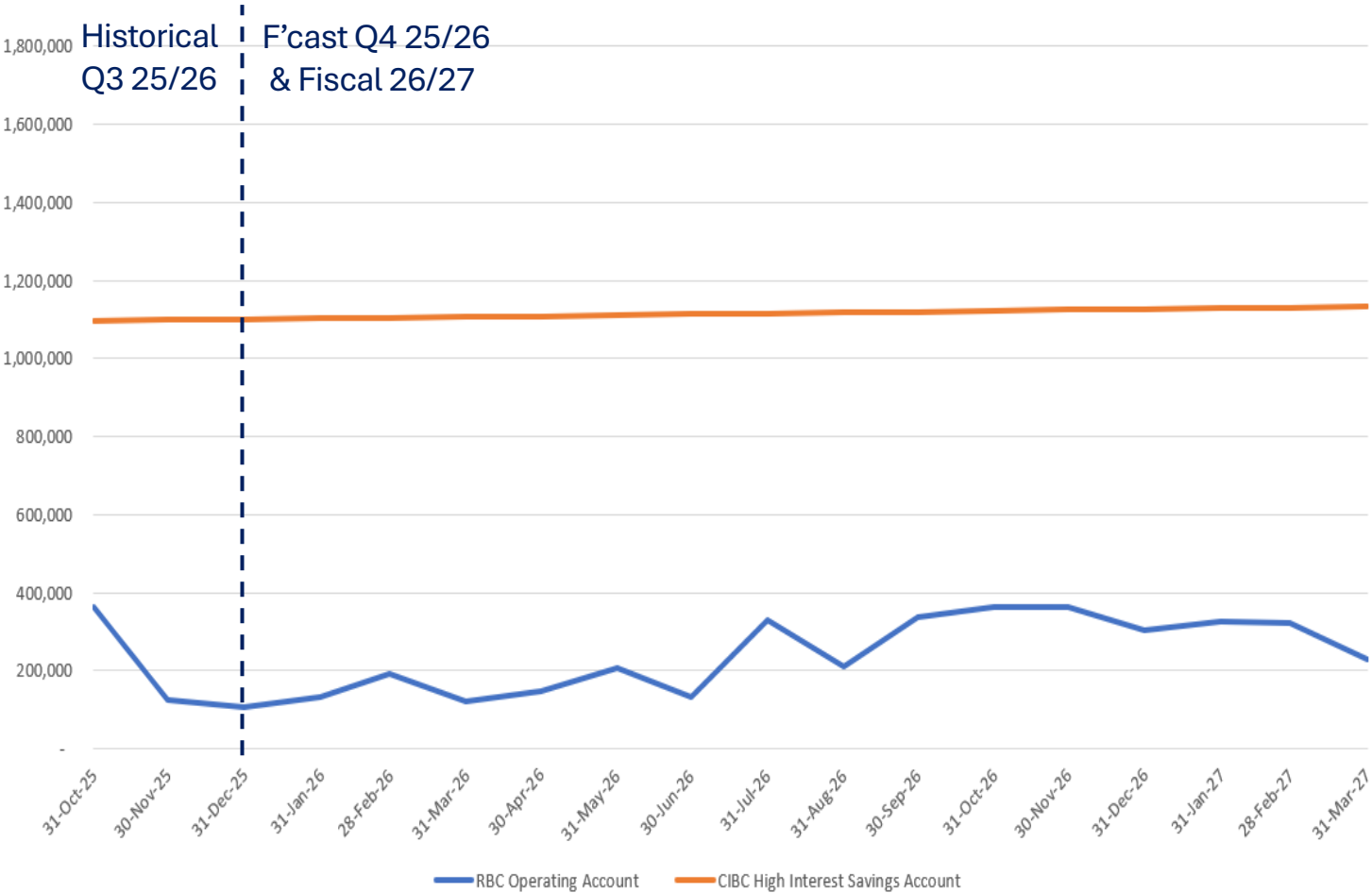
<sup>1</sup>Liquidity is measured by an organization's ability to cover short-term obligations with easily-accessible cash. This measure is called 'Acid Test' (a more conservative Current Ratio), which is calculated as:

$$\text{Acid Test Ratio} = (\text{Cash} + \text{Receivables}) / \text{Current Liabilities}$$

CCN's Acid Test ratio is 2, which is the same as Q2 2025/26. This is strong & means the organization is doing an effective job at managing its cash and can cover more than double its short-term liabilities

	December 31, 2025	September 30, 2025
	\$	\$
<b>CURRENT ASSETS</b>		
Cash and bank		
Operating Account	299,047	280,376
Lottery Account	687	687
CCN High Interest Savings Account	1,100,553	1,092,343
Petty Cash	2,292	2,292
Operating Line of Credit		-
Accounts receivable	256,948	213,319
Prepaid Expenses	65,027	76,512
Investments		
RBC GICs	55,905	55,905
Accrued Interest on Investments	3,024	2,435
<b>Total Current Assets</b>	<b>1,783,482</b>	<b>1,723,869</b>
<b>Property, Plant &amp; Equip</b>		
Land	236,188	236,188
Equipment	258,190	263,635
Leasehold Improvements	451	902
Building	6,233,823	6,338,813
Vehicle	134,320	150,133
<b>Total Property, Plant &amp; Equip</b>	<b>6,862,973</b>	<b>6,989,671</b>
<b>Total Assets</b>	<b>8,646,454</b>	<b>8,713,540</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities	771,882	645,016
Government Remittances	51,708	43,840
Deferred grant revenue	63,263	99,270
<b>Total Current Liabilities</b>	<b>886,853</b>	<b>788,125</b>
Deferred Contributions	6,862,973	6,989,671
Long Term Liability		
<b>Total LT Liabilities</b>	<b>6,862,973</b>	<b>6,989,671</b>
<b>Fund Balances</b>		
Net Assets	938,328	938,328
Year to Date Surplus/Deficit	-	2,584
<b>Total Liabilities &amp; Fund Balances</b>	<b>8,646,454</b>	<b>8,713,540</b>

# Cashflow: Forecast



## Discussion:

- Major assumptions:
  - ~\$20K increase for pay equity project
  - 2% avg. expense increase across the board
  - OH revenue & Donations same as 2025/26
- **Withdrawals from the LOC or HISA are not expected in 2026/27** as forecasted\* cash inflows are sufficient to meet operating needs
- **Interest income opportunity:** Interest rate has decreased by >50%; the 2025 year-end average interest rate was 1.93%, compared to 4.28% in 2024



## Operating Statement

For the 9 months ended December 31st, 2025

### High-level observations:

- YTD deficit is \$41.7K – a \$109K Y/Y improvement
- Revenue is higher than budget by \$15K & improved Y/Y by \$425K
- Expenses are higher than budget by \$57K & have grown Y/Y by \$315K
- Major Q3 expenditures were driven by the final Legacy invoice, Trish’s payout, and the temporary overlap of two CEO salaries

Community Care Northumberland	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	PY YTD Actual
Government Funding - Base	2,167,840	2,153,739	14,101	0.7%	2,094,866
Government Funding - One-Time	739,254	669,750	69,504	10.4%	779,077
Client fee recoveries	535,659	589,467	-53,808	-9.1%	565,106
Fundraising	39,897	60,000	-20,103	-33.5%	34,621
Donations	185,319	391,868	-206,549	-52.7%	146,752
Foundation Funding	715,357	514,448	200,909	39.1%	341,163
Grants	290,912	304,295	-13,383	-4.4%	323,559
Interest income/loss	27,058	43,875	-16,817	-38.3%	48,976
Amortization of Capital Contribution	408,679	401,250	7,429	1.9%	387,579
Other revenue	37,298	3,000	34,298	1143.3%	594
<b>Total Revenue</b>	<b>5,147,273</b>	<b>5,131,692</b>	<b>15,581</b>		<b>4,722,293</b>
<b>Operating Expenses</b>					
Salaries, Wages	2,853,697	2,753,083	100,614	3.7%	2,644,199
Benefits	508,703	486,198	22,505	4.6%	430,834
Medical Staffing	51,953	53,850	-1,897	-3.5%	51,943
Supplies	411,152	435,184	-24,032	-5.5%	420,256
General Sundry	196,588	195,802	786	0.4%	181,175
Travel - Staff & Service Delivery	209,005	250,845	-41,840	-16.7%	239,294
Professional fees	206,874	159,543	47,331	29.7%	158,495
Volunteer Recognition	6,579	10,623	-4,044	-38.1%	7,815
Fundraising	37,882	33,675	4,207	12.5%	16,773
Equipment Maintenance/Purchase	49,597	82,200	-32,603	-39.7%	85,795
Amortization of Capital Assets	408,679	401,250	7,429	1.9%	387,579
Contracted Out Services	61,312	84,938	-23,626	-27.8%	74,467
Occupancy - Rent/Lease/Taxes	186,950	184,500	2,450	1.3%	174,601
<b>Total Expenses</b>	<b>5,188,971</b>	<b>5,131,691</b>	<b>57,280</b>		<b>4,873,226</b>
<b>Surplus or Deficit before Transfers</b>	<b>-41,698</b>	<b>1</b>	<b>-41,699</b>		<b>- 150,933</b>

# Meals on Wheels

For the 9 months ended December 31st, 2025

## High-level observations:

- **Government Funding:** \$5K (3%) unfavourable variance due to additional targeted base funding
- **Fundraising:** \$14K favourable variance due to the Easter Cookie fundraiser that was not budgeted
- **Donations:** \$9K (40%) unfavourable variance as the donation line serves as a balancing figure for budgeting
- **Grants:** \$21K favourable variance as this line is used for MoW subsidies and no budget allocation was included for the current period; this line has been incorporated into the 2026/27 budget
- **Salaries & Wages:** \$17K (11%) favourable variance driven by staffing model change

Community Care Northumberland	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	PY YTD Actual
Government Funding - Base	226,250	220,500	5,750	2.6%	187,137
Government Funding - One-Time	0	0	0	N/A	974
Client fee recoveries	183,366	189,000	-5,634	-3.0%	176,810
Fundraising	14,300	0	14,300	N/A	1,810
Donations	14,000	23,213	-9,213	-39.7%	813
Grants	21,012	0	21,012	N/A	24,903
<b>Total Revenue</b>	<b>458,928</b>	<b>432,713</b>	<b>26,215</b>		<b>392,447</b>
Operating Expenses					
Salaries, Wages	144,730	162,000	-17,270	-10.7%	155,272
Benefits	33,772	36,788	-3,016	-8.2%	33,665
Management Fees	31,500	31,500	0	0.0%	47,250
Supplies	197,132	195,450	1,682	0.9%	196,776
General Sundry	1,009	1,575	-566	-35.9%	1,007
Travel - Staff & Service Delivery	4,093	5,400	-1,307	-24.2%	7,291
Volunteer Recognition	107	0	107	N/A	111
<b>Total Expenses</b>	<b>412,343</b>	<b>432,713</b>	<b>-20,370</b>		<b>441,372</b>
<b>Surplus or Deficit before Transfers</b>	<b>46,585</b>	<b>0</b>	<b>46,585</b>	<b>-</b>	<b>48,925</b>

# In-Home Services

For the 9 months ended December 31st, 2025

## High-level observations:

*Includes 4 programs: Home Help, Home First, Combined PS & HM and Caregiver Support*

- **Government Funding:** \$14K (6%) unfavourable variance as funds have been reallocated to admin to help cover costs
- **Donations:** \$15K (100%) unfavourable variance as the donation line serves as a balancing figure for budgeting, as well as In-Home Services did not receive any direct donations
- **Contracted Out Services:** \$14K (25%) favourable variance reflecting lower-than-expected activity for In-Home Services compared to both budget and PY

Community Care Northumberland	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	PY YTD Actual
Government Funding - Base	225,563	239,213	-13,650	-5.7%	222,833
Government Funding - One-Time	0	0	0	N/A	1,287
Client fee recoveries	36,864	34,875	1,989	5.7%	35,845
Donations	0	14,700	-14,700	-100.0%	-
Grants	7,139	7,740	-601	-7.8%	8,926
<b>Total Revenue</b>	<b>269,566</b>	<b>296,528</b>	<b>-26,962</b>		<b>268,891</b>
Operating Expenses					
Salaries, Wages	172,345	173,385	-1,040	-0.6%	165,271
Benefits	38,126	36,968	1,158	3.1%	31,822
Management Fees	22,725	22,725	0	0.0%	18,000
Supplies	2,248	3,375	-1,127	-33.4%	2,469
General Sundry	309	900	-591	-65.7%	780
Travel - Staff & Service Delivery	4,461	3,938	523	13.3%	4,066
Volunteer Recognition	45	0	45	N/A	48
Equipment Maintenance/Purchase	729	900	-171	-19.0%	780
Contracted Out Services	40,540	54,338	-13,798	-25.4%	48,658
<b>Total Expenses</b>	<b>281,528</b>	<b>296,529</b>	<b>-15,001</b>		<b>271,894</b>
<b>Surplus or Deficit before Transfers</b>	<b>-11,962</b>	<b>-1</b>	<b>-11,961</b>		<b>3,003</b>

# Transportation

For the 9 months ended December 31st, 2025

## High-level observations:

*Includes all 5 Transportation programs: Volunteer, Trent Hills, Lakeshore, Western & Central*

- **Government Funding:** \$44K (17.5%) unfavourable variance as the Lakeshore route is funded by OH and is operating in a surplus position - these extra funds have been reallocated to admin to offset costs
- **Client Fee Recoveries:** \$39K (13%) unfavourable variance driven by continued lower-than-expected activity
- **Grants:** \$53K (18%) unfavourable variance driven by less gas tax needed to balance the Trent Hills route
- **Salaries & Wages:** \$56K (16%) favourable variance driven by staffing model change
- **Supplies:** \$30K (44%) favourable variance driven by inflated expenses in PY's resulting in over-budgeting; Q3 figure is aligned with reality
- **Travel:** \$47K (21%) favourable variance driven by a combination of lower-than-expected volumes and realistic expenses
- **Equipment Maintenance & Purchase:** \$33K (48%) favourable variance also due to over-budgeting, Q3 figure is aligned with reality

Community Care Northumberland	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	PY YTD Actual
Government Funding - Base	209,066	253,350	-44,284	-17.5%	224,700
Government Funding - One-Time	0	0	0	N/A	1,307
Client fee recoveries	267,919	306,582	-38,663	-12.6%	294,949
Donations	577	7,515	-6,938	-92.3%	3,005
Grants	242,833	296,555	-53,722	-18.1%	273,790
Amortization of Capital Contribution	62,282	52,500	9,782	18.6%	44,655
<b>Total Revenue</b>	<b>782,677</b>	<b>916,502</b>	<b>-133,825</b>		<b>842,406</b>
<b>Operating Expenses</b>					
Salaries, Wages	297,343	353,273	-55,930	-15.8%	332,844
Benefits	49,618	57,480	-7,862	-13.7%	53,040
Management Fees	105,354	105,354	0	0.0%	60,750
Supplies	39,093	69,728	-30,635	-43.9%	62,598
General Sundry	17,334	17,415	-81	-0.5%	17,168
Travel - Staff & Service Delivery	170,928	218,138	-47,210	-21.6%	205,137
Volunteer Recognition	125	0	125	N/A	70
Equipment Maintenance/Purchase	35,097	67,800	-32,703	-48.2%	72,574
Amortization of Capital Assets	47,438	36,750	10,688	29.1%	36,999
Occupancy - Rent/Lease/Taxes	0	0	0	N/A	929
<b>Total Expenses</b>	<b>762,330</b>	<b>925,938</b>	<b>-163,608</b>		<b>842,109</b>
<b>Surplus or Deficit before Transfers</b>	<b>20,347</b>	<b>-9,436</b>	<b>29,783</b>		<b>297</b>

# Benchmarking: Regional Comparison

Data for 2024/25 was used to compare all *Community Care* providers from the *Eastern* region, regardless of size:

Healthcare Indicator Name	BANCROFT COMMUNITY CARE	BELLEVILLE COMMUNITY CARE	COMMUNITY CARE NOTHMBERLAND	CENTRE HASTINGS COMMUNITY CARE	KAWARTHA LAKES COMMUNITY CARE	OSHAWA COMMUNITY CARE	PETERBOROUGH COMMUNITY CARE	50th Percentile
Operating Margin	0.00%	1.70%	8.90%	0.30%	0.00%	0.10%	-9.90%	0.10%
Non-MOH/OH Revenue / Total Revenue	58.40%	42.50%	33.10%	16.00%	28.50%	17.50%	37.30%	33.10%
Compensation / Total Expense	38.20%	44.00%	63.10%	53.30%	68.20%	71.60%	61.90%	61.90%
Equipment Expense (Including Amort.) / Total Expenses	0.40%	1.00%	2.60%	1.70%	4.90%	2.10%	5.30%	2.10%
Contracted Out Expense / Total Expenses	19.00%		0.50%	3.30%		5.80%	2.40%	3.30%
Other Expenses / Total Expenses	25.20%	29.80%	17.10%	39.40%	23.20%	12.80%	28.20%	25.20%
Rent Expense / Total Expenses	3.30%	4.00%	4.10%	2.70%	4.70%	2.40%	5.50%	4.00%
Sundry Expense / Total Expenses	22.00%	25.80%	13.10%	36.70%	18.50%	8.20%	22.70%	22.00%
Average Hourly Rate for MOS & UPP	\$ 31	\$ 34	\$ 37	\$ 42	\$ 33	\$ 34	\$ 35	\$34
Average Cost per Individuals Served	\$2,367	\$559	\$1,254	\$3,528	\$1,806	\$1,918	\$575	\$1,806
Total Number of Individuals Served	577	2,174	4,487	813	4,001	8,605	6,175	4,001

## High-level observations:

- *Operating Margin* stands out as being very healthy compared to peers in 2024/25
- There may be an opportunity to tap into additional Non-MoH/OH revenue
- While *Compensation % of Total Expenses* is just above median, *Avg. Hourly Rate for MOS & UPP* is higher than peer median
- *Sundry Expense % of Total Expenses* looks very healthy compared to peers

# Hospice Services Operating Statement

For the 9 months ended December 31, 2025

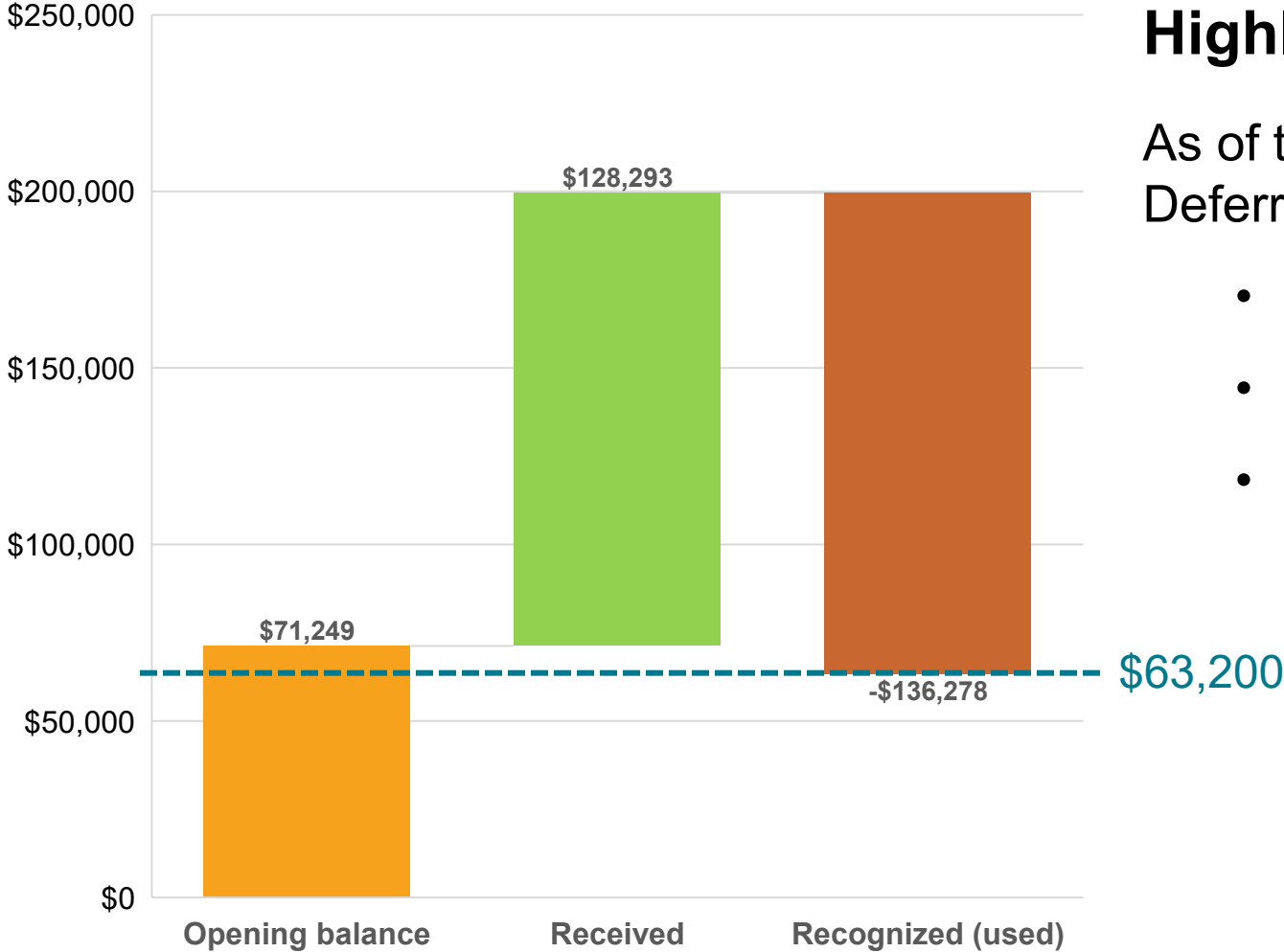
	Complex G&B	Bereavement	PCCT	FV	Ed's House	TOTAL
<b>Hospice Services</b>						
Government Funding - Base	37,055	21,254	162,972	163,469	472,500	857,250
Government Funding - One-Time	-	-	-	-	729,253	729,253
Fundraising	-	-	-	-	-	-
Donations	-	-	-	-	18,931	18,931
Foundation Funding	-	-	165,898	39,704	509,755	715,357
Grants	-	-	-	-	4,964	4,964
Interest Income/Loss	-	-	-	-	-	-
Amortization of Capital Contributor	-	-	-	-	345,044	345,044
<b>Total Revenue</b>	<b>37,055</b>	<b>21,254</b>	<b>328,870</b>	<b>203,173</b>	<b>2,080,447</b>	<b>2,670,799</b>
<b>Operating Expenses</b>						
Salaries, Wages	30,498	17,393	216,589	139,642	1,139,863	1,543,985
Benefits	6,557	3,801	44,728	27,229	173,441	255,756
Medical Staffing	-	-	-	-	51,953	51,953
Management fee transfers	-	-	24,750	15,750	141,750	182,250
Supplies	-	-	8,264	1,084	108,340	117,688
General Sundry	-	-	11,454	4,298	47,301	63,053
Travel - Staff & Service Delivery	-	60	3,772	684	2,675	7,191
Professional fees	-	-	-	-	14,007	14,007
Volunteer Recognition	-	-	-	-	341	341
Fundraising	-	-	-	-	21,230	21,230
Equipment Maintenance/Purchase	-	-	-	-	4,024	4,024
Amortization of Capital Assets	-	-	-	-	345,044	345,044
Occupancy - Rent/Lease/Taxes	-	-	19,313	14,485	30,475	64,273
<b>Total Expenses</b>	<b>37,055</b>	<b>21,254</b>	<b>328,870</b>	<b>203,172</b>	<b>2,080,444</b>	<b>2,670,795</b>
<b>Surplus or Deficit before Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>4</b>

## Highlights:

- Hospice Services continues to maintain a balanced position with support from the Foundation
- CCN has received \$19K in donations designated for Ed's House
- CCN has used ~\$715K of Foundation Funding to balance 3 hospice programs
- Hospice programs required an avg. of \$79K per month to balance, a 109% increase from Q3 2024/25
- This increase reflects higher salary costs (volume & rate increases), as well as a 22% increase in demand (141 individuals served at the end of Q3 2025/26 vs. 115 at the end of Q3 2024/25)
- After monthly deposits of \$61K, the Foundation still owes CCN \$54K for Q3 operating costs incurred

# Deferred Donations

Deferred Donations Balance



## Highlights:

As of the end of December, \$63.2K sits in Deferred Donations, broken down by:

- \$11.7K for Nutrition Services
- \$3.5K for Wellness Services
- \$48K for Transportation Services

# 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								
<b>OPENING</b>	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	128,293	-	-	-	2,500	5,815	-	1,000	-	-	10,000	108,978	-
Recognized Current Year	- 136,278	-	- 750	-	- 9,410	- 14,300	- 10,452	- 1,998	- 1,562	- 13,762	-	- 84,045	-
<b>BALANCE</b>	<b>63,263</b>	<b>1,201</b>	<b>-</b>	<b>3,527</b>	<b>9,158</b>	<b>-</b>	<b>- 1,452</b>	<b>2,903</b>	<b>-</b>	<b>-</b>	<b>17,051</b>	<b>24,933</b>	<b>5,944</b>

**GL**

01-1-43846--00	1,201	-	3,527	9,158	-	-	1,452	2,903	-	-	-	-	-
00-1-43846--90													
00-1-43846--70											17,051		
00-1-43846--95												24,933	
00-1-43846--80													5,944
00-1-43846--50													
00-1-43846--30													