

Board of Directors Meeting Minutes
Email sent Wednesday, July. 16th, 2025
Executive Officers/Signing Authorities

Present: Elaine Azzopardi, Judy McLean, Jessica Clarke, Tim Miller, Stephen Beauchamp, Sharron MacDonald, Angela Grogan, Janet Burn, Nora Jones, Trish Baird, Tina Stephens

Regrets:

Topic	Discussion	Decision/Action
1. Executive Officers/Signing Authorities	<p>Motion by: Stephen Beauchamp, seconded by Sharron MacDonald to approve the following Executive Officers/Signing Authorities of the Corporation:</p> <p>Chairperson: Elaine Azzopardi Vice Chairperson: Jessica Clarke Treasurer: Judy McLean CEO- Trish Baird</p> <p>*Email votes included.</p>	<p>Motion by: Stephen Beauchamp 2nd by: Sharron MacDonald Carried.</p>

Board of Directors Meeting Minutes
Email sent Monday, Sept. 8th, 2025
Nominating Committee

Present: Elaine Azzopardi, Judy McLean, Jessica Clarke, Janet Burn, Tim Miller, Stephen Beauchamp, Nora Jones, Sharron MacDonald, Angela Grogan, Trish Baird,

Regrets:

Topic	Discussion	Decision/Action
1. Nominating Committee	An email was distributed requesting approval for the nomination of a new Board member. Motion: to approve the recommendation of the Nominating Committee to elect Nadine Lee as a member of the Board of Directors for the first term of three years.	Motion by: Sharron MacDonald. 2nd by: Jessica Clarke Carried.



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BOARD OF DIRECTORS MEMBERSHIP LIST 2025/2026

<u>Chair</u> Elaine Azzopardi 7330 Bell Hill Road, Port Hope, ON L1A 3V6 C: (905) 376-7436 Email: laineey.azzopardi@hotmail.com	<u>Vice Chair</u> Jessica Clarke 84 Bridge St. West, Campbellford, ON K0L 1L0 C: (705) 957-5355 Email: jclarke@cmh.ca
<u>Treasurer</u> Judy McLean 6 Crestview Court, Baltimore, ON K0K 1C0 H: (905) 377-1638 C: (289) 251-5972 Email: m1k2s32011@gmail.com	Stephen Beauchamp 24 Tremaine Terrace, Cobourg, ON K9A 5A8 C: (416) 435-1728 Email: stephenbeauchamp2@gmail.com
Sharron MacDonald 22 A Percy St. PO Box 74 Colborne, ON K0K 1S0 H: (905) 355-2691 C: (905) 396-7496 Email: sharronstart@gmail.com	Tim Miller 205-323 George St. Cobourg, ON K9A 3L9 C: (647)-239-5471 Email: timkmiller@sympatico.ca
Angela Grogan 427 Lakeshore Road Port Hope, ON L1A 0B3 C: (416)-919-4571 Email: an.grogran@gmail.com	Janet Burn 761 Beatty Cres., Cobourg, ON, K9A 5K7 C: 905-269-0909 Email: burn.family761@gmail.com
Nora Jones 218 King St. East, Cobourg, ON K9A 1L6 C: (416) 522-7449 Email: email.nora.jones@gmail.com	Nadine Lee 10 Royal Gala Dr., Brighton, ON K0K 1H0 C: (613) 242-9938 Email: nlee52973@gmail.com
CCN STAFF	CMH FINANCIAL STAFF
<u>Chief Executive Officer</u> Trish Baird P.O. Box 1087, 174 Oliver Road Campbellford, ON K0L 1L0 W: (705) 653-0955 Email: t.baird@commcare.ca	<u>Financial Officer CMH</u> Jordyn Boivin W: (705) 653-1140, Ext. 2218 Email: jboivin@cmh.ca
<u>Recording Secretary</u> Tina Stephens P.O. Box 1087, 174 Oliver Road, Campbellford, ON K0L 1L0 W: (705) 653-0955 Email: t.stephens@commcare.ca	



Community *Care*
NORTHUMBERLAND

Q4 Financial Report

For the twelve months ending March 31st, 2025

Prepared by: **Jordyn Boivin**

Prepared for: **Finance Committee**

Version 1.0

Presentation Content

1. Statement of Financial Position
2. Statement of Operations
3. Revenue Variance Highlights
4. Expense Variance Highlights
5. Hospice Services Operating Statement
6. Deferred Donations
7. Cashflow
8. Performance Indicators
9. Deferred Donations Detail



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Statement of Financial Position

For the 12 months ended March 31, 2025

Highlights:

- Cash stability has declined
- Increase in High-Interest Savings Account (HISA) driven by favorable interest rates & \$41K estate donation
- Additional capital investments in Q4 (Labyrinth, Blinds, Van, 16 Laptops)
- 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:

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

CCN's Acid Test ratio is 2.4, which is strong & means the organization could cover more than double its short-term liabilities

	March 31, 2025	December 31, 2024
	\$	\$
CURRENT ASSETS		
Cash and bank		
Operating Account	-41,327	287,978
Lottery Account	687	680
CCN High Interest Savings Account	1,032,610	986,212
Petty Cash	2,292	2,292
Operating Line of Credit	-25,000	-
Accounts receivable	427,697	258,142
Prepaid Expenses	65,313	63,327
Investments		
RBC GICs	55,905	56,808
Accrued Interest on Investments	1,840	3,056
Port Hope - Credit Union Shares	-	-
Total Current Assets	1,520,017	1,658,496
Property, Plant & Equip		
Land	236,188	236,188
Equipment	279,076	259,599
Leasehold Improvements	1,804	2,256
Building	6,537,315	6,625,569
Vehicle	181,759	72,668
Total Property, Plant & Equip	7,236,142	7,196,278
Total Assets	8,756,159	8,854,774
LIABILITIES		
Current Liabilities		
Accounts payable and accrued liabilities	465,076	663,969
Government Remittances	45,364	-21,998
Deferred grant revenue	71,249	79,988
Total Current Liabilities	581,688	721,959
Deferred Contributions	7,236,142	7,196,278
Long Term Liability		
Total LT Liabilities	7,236,142	7,196,278
Fund Balances		
Net Assets	1,082,996	1,082,996
Year to Date Surplus/Deficit	-144,668	-146,459
Total Liabilities & Fund Balances	8,756,159	8,854,774

Operating Statement

For the 12 months ended March 31, 2025

Observations:

- Organization is experiencing a revenue shortfall of \$367K
- Expenses were under budget (favourable to budget) by \$222K for the year
- Emphasizes revenue challenges rather than expense management challenges
- Year end deficit of \$145K, up from a deficit of \$96K in 2023/24

Community Care Northumberland	CURRENT March	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	PY YTD Actual	Annual Budget
Government Funding - Base	232,860	2,794,382	2,698,302	96,080	3.6%	2,639,647	2,698,302
Government Funding - One-Time	96,192	1,034,506	943,000	91,506	9.7%	520,326	943,000
Client fee recoveries	56,081	743,130	867,100	-123,970	-14.3%	826,543	867,100
Fundraising	787	40,258	123,200	-82,942	-67.3%	102,738	123,200
Donations	42,310	211,706	443,375	-231,669	-52.3%	927,767	443,375
Foundation Funding	46,338	503,161	667,575	-164,414	-24.6%	-	667,575
Grants	27,043	408,688	390,100	18,588	4.8%	486,282	390,100
Interest income/loss	2,552	58,819	56,000	2,819	5.0%	104,843	56,000
Amortization of Capital Contribution	45,070	516,518	513,607	2,911	0.6%	472,548	513,607
Other revenue	26,801	31,731	8,000	23,731	296.6%	13,218	8,000
Total Revenue	576,034	6,342,899	6,710,259	-367,360		6,093,912	6,710,259
Operating Expenses							
Salaries, Wages	294,240	3,505,717	3,732,080	-226,363	-6.1%	3,274,935	3,732,080
Benefits	51,598	599,063	589,270	9,793	1.7%	567,215	589,270
Medical Staffing	5,494	68,680	71,800	-3,120	-4.3%	66,188	71,800
Supplies	53,106	551,286	509,275	42,011	8.2%	551,620	509,275
General Sundry	15,708	241,283	266,288	-25,005	-9.4%	264,384	266,288
Travel - Staff & Service Delivery	21,958	308,369	342,650	-34,281	-10.0%	338,579	342,650
Professional fees	27,747	215,641	230,044	-14,403	-6.3%	187,262	230,044
Volunteer Recognition	982	8,797	10,315	-1,518	-14.7%	8,000	10,315
Fundraising	1,575	21,669	46,150	-24,481	-53.0%	38,938	46,150
Equipment Maintenance/Purchase	9,634	103,891	82,100	21,791	26.5%	97,677	82,100
Amortization of Capital Assets	45,070	516,518	513,607	2,911	0.6%	472,547	513,607
Contracted Out Services	8,925	98,544	99,580	-1,036	-1.0%	99,771	99,580
Occupancy - Rent/Lease/Taxes	18,795	248,108	217,100	31,008	14.3%	222,361	217,100
Total Expenses	554,832	6,487,566	6,710,259	-222,693		6,189,477	6,710,259
Surplus or Deficit before Transfers	21,202	-144,667	0	-144,667		-95,565	0

Revenue Variance Highlights

- **Government Funding Base & One-Time:** \$187K (5.2%) favorable variance driven by a 3.4% increase in base funding and a 0.6% increase in one-time funding for both PALC and CSS.
- **Client Fees:** \$124K (14.3%) unfavourable variance driven by continued lower-than-expected demand for Meals on Wheels services & decreased transportation revenue recovery.
- **Foundation Funding:** \$164K (24.6%) favorable variance was driven by increased funding that covered more hospice operating expenses than anticipated, resulting in less additional revenue being required to balance the programs.
- **Donations & Fundraising:** \$314K (55.5%) unfavorable variance resulted from donations being redirected to the Foundation. As of the end of Q4, donations and fundraising have decreased by 55% compared to the same period in 2023/24, reflecting an \$463K decline from the previous year.
- **Other Revenue:** \$23K (296.6%) favourable variance driven by recognizing \$26K of 2013-2018 LHIN funding that auditors said no longer needs to be paid back as the ministry has reconciled up to 2021.

Subsequent events

- **New funding that came in Q4:** \$10.5K one-time funding for In-Home Services; \$6K one-time funding for Grief & Bereavement Services, and \$140K one-time funding for the van replacement. \$10K 24/25 one-time funding for a dishwasher and \$103K 25/26 base funding for Grief and Bereavement were also confirmed in Q4.

Expense Variance Highlights

- **Salaries & Benefits:** \$226K (6.1%) favourable variance due to lower-than-expected salaries for the Hospice programs and restructuring in transportation programs.
- **Supplies:** \$42K (8.2%) unfavourable variance driven by higher-than-expected costs for food, medical supplies, maintenance, and housekeeping at Ed's House following its expansion along with increased fitness expenses in Wellness.
- **General Sundry:** \$25K (9.4%) favourable variance primarily due to savings across all programs, with the most significant reduction in Administration.
- **Professional Fees:** \$14K (6.3%) favourable variance continuing to be driven by lower-than-expected need for IT (DCB Blocks & M.I.T Consulting, excludes CMH services).
- **Fundraising:** \$24K (53%) favourable variance driven by lower-than-expected fundraising activity.
- **Equipment Maintenance/Purchase:** \$21K (26.5%) unfavourable variance driven by unexpected vehicle repairs including a new engine & multiple sets of winter tires earlier in the year and 2 laptops purchased in Q4 for CMH (CMH reimbursed CCN in April 2025).
- **Occupancy:** \$31K (14.3%) unfavourable variance driven by increased snow removal costs (snowed a lot this year in comparison to prior years)

	PCCT	FV	Ed's House	TOTAL
Hospice Services				
Government Funding - Base	321,646	216,695	630,000	1,168,341
Government Funding - One-Time	90,853	1,260	923,012	1,015,125
Fundraising	-	-	1,000	1,000
Donations	-	-	43,723	43,723
Foundation Funding	10,868	58,517	433,776	503,161
Grants	11,169	-	-	11,169
Interest Income/Loss	-	-	-	-
Amortization of Capital Contributor	-	-	454,475	454,475
Total Revenue	434,536	276,472	2,485,986	3,196,994
Operating Expenses				
Salaries, Wages	284,164	192,498	1,363,608	1,840,270
Benefits	46,668	35,732	205,876	288,276
Medical Staffing	-	-	68,679	68,679
Management fee transfers	56,676	25,062	159,570	241,308
Supplies	8,234	1,503	122,842	132,579
General Sundry	11,485	4,416	57,739	73,640
Travel - Staff & Service Delivery	4,489	401	522	5,412
Professional fees	343	-	2,127	2,470
Volunteer Recognition	-	-	4,307	4,307
Fundraising	-	-	7,510	7,510
Equipment Maintenance/Purchase	-	-	1,207	1,207
Amortization of Capital Assets	-	-	454,475	454,475
Occupancy - Rent/Lease/Taxes	22,478	16,860	37,525	76,863
Total Expenses	434,537	276,472	2,485,987	3,196,996
Surplus or Deficit before Transfers	(1)	0	(1)	(2)

Hospice Services Operating Statement

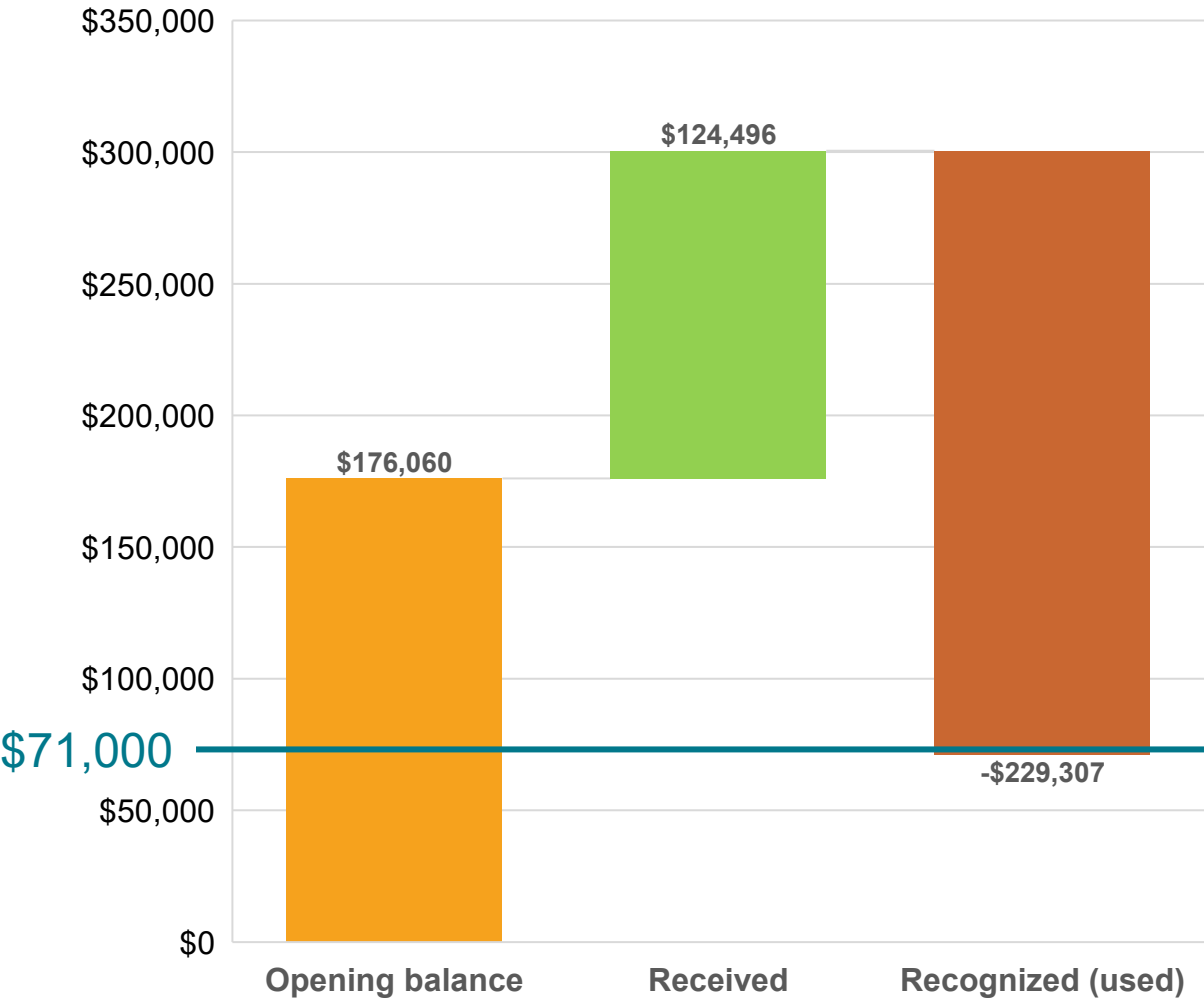
For the 12 months ended March 31, 2025

Highlights:

- Hospice Services is maintaining a balanced position with support from the Foundation
- At year end, CCN had received \$44K in donations designated for Ed's House
- As of year end, CCN used ~\$503K of Foundation Funding to balance all 3 hospice programs
- Hospice programs used an avg. of \$54K/month in Q4; an increase from the \$49K/month required in Q3 – this rise is attributed to the Management and Donor Relations fee increases
- After the monthly \$30K deposits, the Foundation still "owes" CCN **\$88K** for operating costs incurred in Q4.
- The Foundation wrote cheques for **\$119K** (Q1 to Q3 expenses) and **\$88K** (Q4 expenses) to cover the increased operating costs which were deposited in Q1 of 2025/26.

Deferred Donations

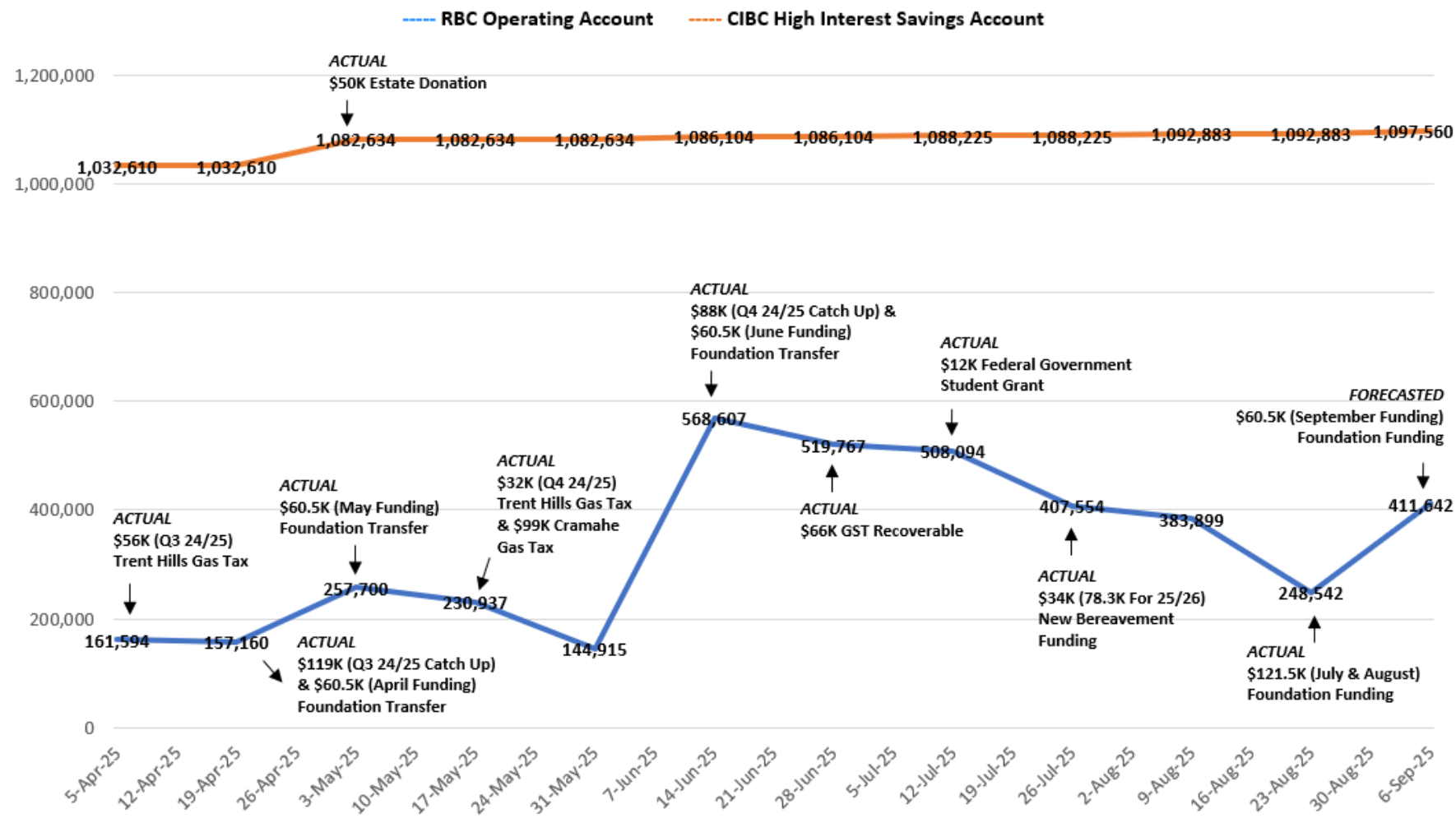
Deferred Donations Balance



Highlights:

- At year end, \$71K sits in Deferred Donations, broken down by:
 - \$29.6K for Nutrition Services
 - \$9.7K for In-Home Services
 - \$3.5K for Wellness Services
 - \$28.2K for Transportation Services

Cashflow



Highlights:

- In 2024, the HISA had an avg. interest rate of 4.28%.
- Monthly Foundation deposits of \$60.5K began in April
- Cash levels remained stable in Q4, without a forecasted need for a transfer from the HISA in Q1 of 25/26
- The \$103K 24/25 Grief and Bereavement funding announced is included in the forecast as a lump sum at the beginning of April

Volumes



Performance Key

	Performance Meets or Exceeds
	Performance Below Standard

PERFORMANCE INDICATORS 2024-2025 Q4			Year to Date			
SERVICE ACTIVITY	2024/2025 Target	Q4 2023-2024	Q4 2024-2025	Budget to Date	Variance	Comments
Home Help/Home Maintenance - # of Matches	470	649	805	470	335	The number of matches has increased significantly over the last year. The demand for this service continues to be strong.
Home Help/Home Maintenance- Individuals	395	528	564	395	169	The current waitlist for this program is 93. Individuals aren't increasing as much as matches due to Brokered Workers being rematched with existing clients. The waitlist is difficult to tackle with lack of Brokered workers.
Home at Last/Home First Hospital Referrals - Visits	540	654	673	540	133	The number of visits in this programs continues to exceed target. Home at Last referrals from NHH and CMH were up significantly this year.
Home at Last/Home First Hospital Referrals - Individuals	440	517	520	440	80	Increased referrals for the Home at Last program drives the increase in individuals served over the last year.
Meals Delivery - Meals Delivered	39,000	34,355	33,432	39,000	-5,568	Meal program continues to struggle-cost of the meal & quality of the meal. Staff have continued to promote the program throughout the county and staff have been working with providers on the quality of the food.
Meals Delivery - Individuals	590	584	553	590	-37	Staff continue to promote the program throughout the county.
Social and Congregate Dining/Exercise & Falls - Attendance Days	15,000	21,456	24,055	15,000	9,055	There has been good attendance at most of our Dinners. Staff working on changing out locations that have better attendance. Staff working on more educational speakers.
Social and Congregate Dining/Exercise & Falls - Individuals	1,500	1,575	1,503	1,500	3	Number of individuals continues to be on target. Attendance for both exercise classes and dinners continues to be strong.
Transportation - Visits	35,000	32,418	33,576	35,000	-1,424	Over the course of 2024/2025 stat year, the number of transportation visits has been somewhat overinflated. Staff will remedy this in Q1 of 2025/2026 which may cause numbers to be lower.
Transportation - Individuals	2,500	1,843	1,463	2,500	-1,037	Staff will be working with Volunteer Coordinator to recruit more volunteer drivers. With more recruitment, more non-medical drives can be offered, therefore, increasing the number of individuals served.

Volumes

Home at Last/Home First PSW - Hours of Care	1,100	839	1,001	1,100	-99	Slightly below target. PSW hours are up this year due to increase in HAL referrals but slightly below target due to a large number of HAL cancellations by hospital.
Home at Last/Home First PSW Hours - Individuals	230	248	308	230	78	The increase in referrals for HAL has contributed to the number of individuals being served exceeding target and being higher than this time last year.
Caregiver Support - Visits	310	350	527	310	217	Caregiver support visits are up over last year as referrals for this program have increased. The majority of these visits are caregiver relief hours, where Brokered workers are spending time with the client in their home, allowing loved ones to get out and take a break.
Caregiver Support - Individuals	12	10	13	12	1	The number of individuals has slightly increased due to the increase in referrals for this program.
Visiting - Social & Safety - Visits	20,750	14,570	12,072	20,750	-8,678	Friendly visiting continues to have a waitlist of 76 and there is an ongoing need for volunteers. Senior Centre Without Walls program has been on hold since June due to platform issues. Slowly started back up in Q4. We have had a decrease in Telephone Reassurance referrals of 36% compared to 2024/2024.
Visiting - Social & Safety - Individuals	225	319	320	225	95	Number of individuals continues to be steady and well above target.
Visiting - Hospice - Visits	4,500	5,804	5,648	4,500	1,148	Although numbers are slightly lower than this time last year, we are well above target. This quarter, we did not see as many referrals, and partners also had the same, not just our organization.
Visiting - Hospice - Individuals	430	764	713	430	283	The number of individuals served remain high due to the continued demand for service.
Hospice Residents - Individuals Served		131	153	0	153	Number of residents served is up since this time last year due to the expansion in April 2024. While admissions are unpredictable, the census ranged from 2 residents to 10 residents throughout Q4.
Hospice Residents - Occupancy rate	80%	91%	71%	0	0	Occupancy rate is below Ministry requirement and down by 20% since this time last year. With the expansion to 10 beds in April 2024, the occupancy rate has decreased due to the number of beds available. Although the occupancy rate is below Ministry requirement, the Q4 occupancy rate of 71% was the highest rate in the 2024-2025 fiscal year. Heading into the 2025-2026 fiscal year, it is projected that occupancy rates will increase as local physicians and partners are aware of hospice residence services.
Personal Distress Alarms - Individuals	140	141	115	140	-25	Numbers continue to decrease. Units are becoming obsolete because they require land lines. Less and less clients have landlines.
Total Individuals Served	8,100	4,722	4,487	8,100	-3,613	With the re-calculation of the "unique" individuals served by the agency, this number has been lower throughout 2024/2025. With current recruitment of volunteers happening, especially in the area of transportation, this number should increase.
Total Visits	61,570	54,445	53,301	61,570	-8,269	Overall total visits are down compared to this time last year. With recruitment happening for more volunteers, this should increase the number of visits.
# of Volunteers - Individuals	872	624	562	872	-310	Recruitment efforts are ongoing, however less volunteers onboarded partially due to staffing vacancy within Volunteer services that has now been filled.
# of Volunteers - Hours	91,193	39,502	46,226	91,193	-44,967	Volunteer hours are under target due to lack of volunteers and volunteers taking vacation, particularly in the friendly visiting and transportation areas.



Appendix: Deferred Donations Detail

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

		OCSA MOW	OCSA Vaccine	SSAH	NEARN	BRI MOW	Easter Cookie Revenue	Canadian Legion Branch 103 Donation	Canadian Legion Branch 30 MOW Donation	Campbellford Seymour Foundation Youth Grant	ODSP & OW Overpayments	MTO	Deferred THR Grants	Central Transportation	Lakeshore
		Grant	Grant	Grant		Donation									
OPENING	176,060	6,834	7,304	5,558	3,027	23,379	-	9,000	-			14,857	10,247	48,716	47,139
Received Current Year	124,496	-	-	12,500	500	12,500	8,485	-	5,000	2,500	1,622	43,167	-	38,222	-
Recognized Current Year	- 229,307	- 6,834	- 6,103	- 17,308	-	- 19,811	-	-	- 1,100	- 2,500	- 60	- 44,262	- 3,196	- 86,938	- 41,195
BALANCE	71,249	-	1,201	750	3,527	16,068	8,485	9,000	3,900	-	1,562	13,762	7,051	-	5,944

GL															
01-1-43846--00		-	1,201	750	3,527	16,068	8,485	9,000	3,900	-	1,562				
00-1-43846--90												13,762			
00-1-43846--70													7,051		
00-1-43846--95														-	
00-1-43846--80															5,944
00-1-43846--50															
00-1-43846--30															

P.O. BOX 1087
174 OLIVER ROAD
CAMPBELLFORD, ON
K0L 1L0



PHONE: 705-653-0955
TOLL FREE: 1-866-514-5774
ADMIN@COMMCARE.CA
WWW.COMMCARE.CA

INTERNAL CONTROLS/RISK MANAGEMENT

Quarterly Reporting of Remittances April 1, 2025 – June 30, 2025

Community Care Northumberland's compliance with the financial and reporting obligations as set out by the following Government Ministries is as follows:

Canada Revenue Agency: All employee payroll deductions and employer contributions including Income Tax, Canada Pension Plan, Employer Health Tax and Employment Insurance premiums have been remitted.

Workplace Safety & Insurance Board: All Workplace Safety & Insurance Board premiums and assessments have been remitted in accordance with requirements.

Ontario Ministry of Health: All required reporting to Ontario Health East and Ministry of Health and Long-Term Care have been remitted in accordance with requirements.

Completed by:

Jordyn Boivin
Jordyn Boivin (Aug 18, 2025 15:39:42 EDT)

Jordyn Boivin
Financial Analyst
Campbellford Memorial Hospital

Trish Baird
Trish Baird (Aug 18, 2025 14:54:06 EDT)

Trish Baird
Chief Executive Officer
Community Care Northumberland