



Community Care
NORTHUMBERLAND

Q4 Financial Report

For the twelve months ending March 31st, 2026

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Prepared for:

Finance Committee

May 7, 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 12 months ended March 31st, 2026

Highlights:

- Cash and liquidity¹ have remained stable
- The increase in accounts receivable is primarily driven by timing related to amounts owed from the Foundation, as well as HST receivable
- Investments decreased following the maturity of a \$12K GIC, which was reinvested on April 1
- Accounts payable remains elevated, with approximately \$240K owed to Ontario Health related to the 2025/26 fiscal year
- Deferred revenue increased due to \$100K estate donation

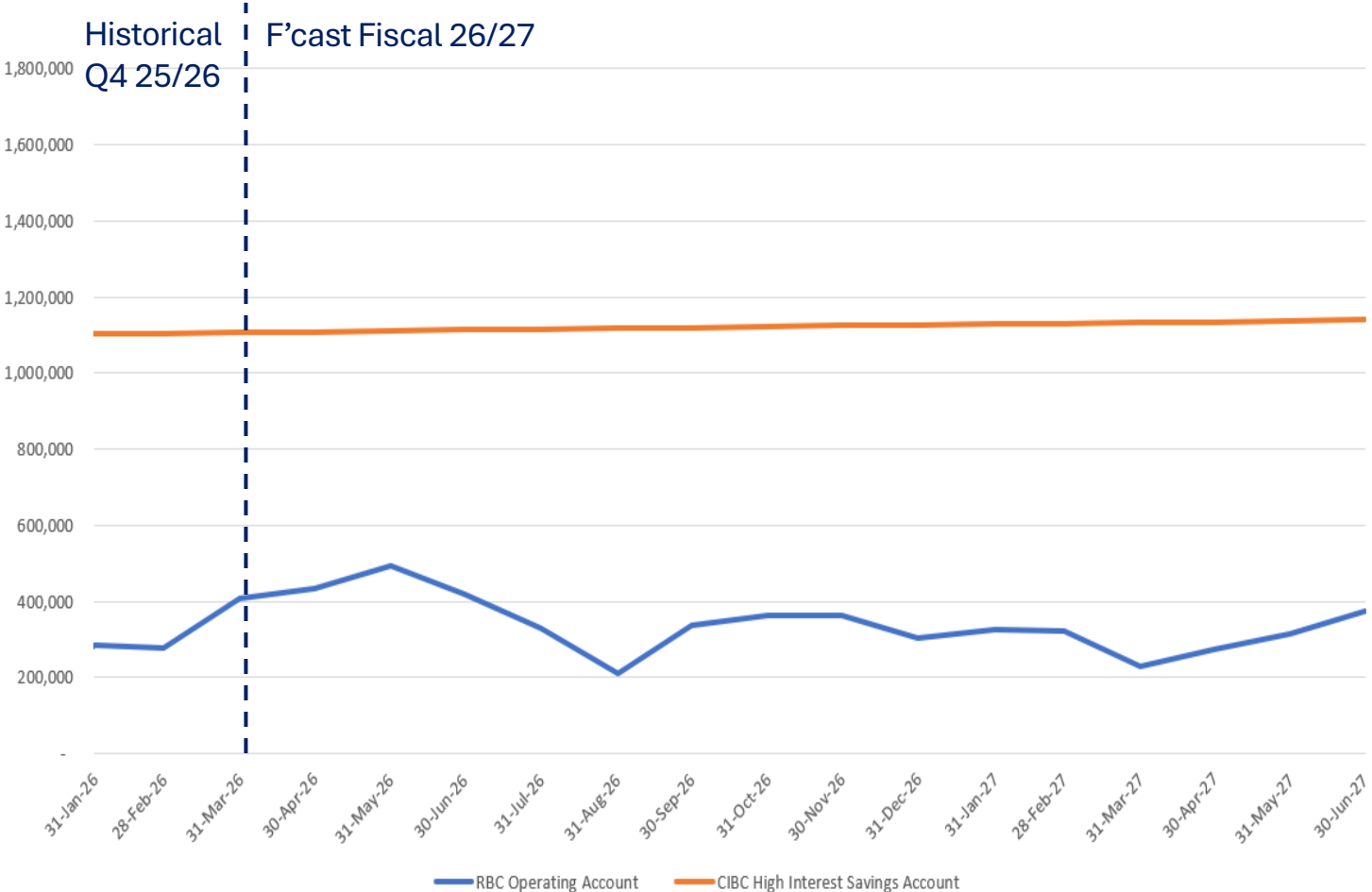
¹Liquidity is measured by an organization's ability to cover short-term obligations with easily-accessible cash. This measure is called 'Acid Test' (a more conservative Current Ratio), which is calculated as:

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

CCN's Acid Test ratio is 1.83, which is slightly lower than Q3 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

	March 31, 2026	December 31, 2025
	\$	\$
CURRENT ASSETS		
Cash and bank		
Operating Account	405,026	299,047
Lottery Account	612	687
CCN High Interest Savings Account	1,105,498	1,100,553
Petty Cash	1,790	2,292
Operating Line of Credit	-	-
Accounts receivable	336,977	256,948
Prepaid Expenses	54,296	65,027
Investments		
RBC GICs	43,527	55,905
Accrued Interest on Investments	2,489	3,024
Total Current Assets	1,950,215	1,783,482
Property, Plant & Equip		
Land	236,188	236,188
Equipment	250,201	258,190
Leasehold Improvements	-	451
Building	6,148,084	6,233,823
Vehicle	118,507	134,320
Total Property, Plant & Equip	6,752,980	6,862,973
Total Assets	8,703,195	8,646,454
LIABILITIES		
Current Liabilities		
Accounts payable and accrued liabilities	790,454	771,882
Government Remittances	48,668	51,708
Deferred grant revenue	173,544	63,263
Total Current Liabilities	1,012,666	886,853
Deferred Contributions	6,752,980	6,862,973
Long Term Liability		
Total LT Liabilities	6,752,980	6,862,973
Fund Balances		
Net Assets	938,328	938,328
Year to Date Surplus/Deficit	- 779	41,700
Total Liabilities & Fund Balances	8,703,195	8,646,454

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
 - \$150K per year for OTF Grant
 - \$25K per year for Cameco Grant
- **Withdrawals from the LOC or HISA are not expected in 2026/27** as forecasted* cash inflows are sufficient to meet operating needs



Operating Statement

For the 12 months ended March 31st, 2026

High-level observations:

- YTD deficit is \$0.7K – a \$144K Y/Y improvement
- Revenue is higher than budget by \$78K & improved Y/Y by \$577K
- Expenses are higher than budget by \$79K & have grown Y/Y by \$433K

Community Care Northumberland	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	PY YTD Actual	Annual Budget
Government Funding - Base	2,952,656	2,871,652	81,004	2.8%	2,794,382	2,871,652
Government Funding - One-Time	999,442	893,000	106,442	11.9%	1,034,506	893,000
Client fee recoveries	698,552	785,956	-87,404	-11.1%	743,130	785,956
Fundraising	50,448	80,000	-29,552	-36.9%	40,258	80,000
Donations	273,941	522,491	-248,550	-47.6%	211,705	522,491
Foundation Funding	926,286	685,930	240,356	35.0%	503,161	685,930
Grants	379,784	405,726	-25,942	-6.4%	408,688	405,726
Interest income/loss	34,200	58,500	-24,300	-41.5%	58,819	58,500
Amortization of Capital Contribution	545,440	535,000	10,440	2.0%	516,518	535,000
Other revenue	59,627	4,000	55,627	1390.7%	31,731	4,000
Total Revenue	6,920,376	6,842,255	78,121		6,342,898	6,842,255
Operating Expenses						
Salaries, Wages	3,783,201	3,670,778	112,423	3.1%	3,505,717	3,670,778
Benefits	683,148	648,264	34,884	5.4%	599,063	648,264
Medical Staffing	68,670	71,800	-3,130	-4.4%	68,680	71,800
Supplies	554,297	580,246	-25,949	-4.5%	551,286	580,246
General Sundry	279,253	261,070	18,183	7.0%	241,283	261,070
Travel - Staff & Service Delivery	276,756	334,460	-57,704	-17.3%	308,369	334,460
Professional fees	256,191	212,723	43,468	20.4%	215,641	212,723
Volunteer Recognition	8,247	14,164	-5,917	-41.8%	8,797	14,164
Fundraising	64,867	44,900	19,967	44.5%	21,669	44,900
Equipment Maintenance/Purchase	66,044	109,600	-43,556	-39.7%	103,891	109,600
Amortization of Capital Assets	545,440	535,000	10,440	2.0%	516,518	535,000
Contracted Out Services	79,763	113,250	-33,487	-29.6%	98,544	113,250
Occupancy - Rent/Lease/Taxes	255,278	246,000	9,278	3.8%	248,108	246,000
Total Expenses	6,921,155	6,842,255	78,900		6,487,566	6,842,255
Surplus or Deficit before Transfers	-779	0	-779		- 144,668	-

Revenue Variance Highlights

- **Foundation Funding:** \$240K (35%) 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 8).
- **Donations & Fundraising:** \$278K (51%) unfavorable variance resulted from donations being redirected to the Foundation and donation budget serving as a balancing figure. As of year end, donations and fundraising have increased by 490% compared to 2024/25 year end, reflecting a \$211K rise from the previous year.
- **Government One-Time Funding:** \$106K (12%) favorable variance driven by 1x Clinical Coach Funding, \$29K project Funding & \$14K IT Funding.
- **Client Fees:** \$87K (11%) unfavourable variance driven by continued lower-than-expected volume for Meals on Wheels services & transportation services
- **Other Revenue:** \$55K (1390%) favourable variance due to WSIB rebate, of which will be used by the end of May.

Subsequent events

- **Clinical Coach Funding:**
 - \$152K Clinical Coach Funding confirmed for 2026/27

Expense Variance Highlights

- **Salaries & Benefits:** \$147K (3%) unfavourable variance driven by higher occupancy at Ed's House and new grief and bereavement programs which required additional clinical staffing paired with new CEO rate and previous CEO payout.
- **Professional Fees:** \$43K (20%) unfavourable variance driven by unbudgeted Legacy invoices related to the executive search for a new CEO.
- **Travel - Staff & Service Delivery:** \$57K (17%) favourable variance, the driven of which is unknown at this time given the exceptional circumstances surrounding the transportation program. Invoicing is now aligned with reality as volumes are now accurate.
- **Contracted Out Services:** \$33K (30%) favourable variance reflecting lower-than-expected activity for In-Home Services, Nutrition, and Wellness compared to both budget and PY.
- **Fundraising:** \$20K (44%) unfavourable variance driven by the Casino fundraiser that was not budgeted for - *these costs are fully offset by revenues.*
- **Equipment Maintenance/Purchase:** \$43K (40%) favourable variance due to inaccurate budgeting as a result of the exceptional circumstances surrounding the transportation program

Hospice Services Operating Statement

For the 12 months ended March 31, 2026

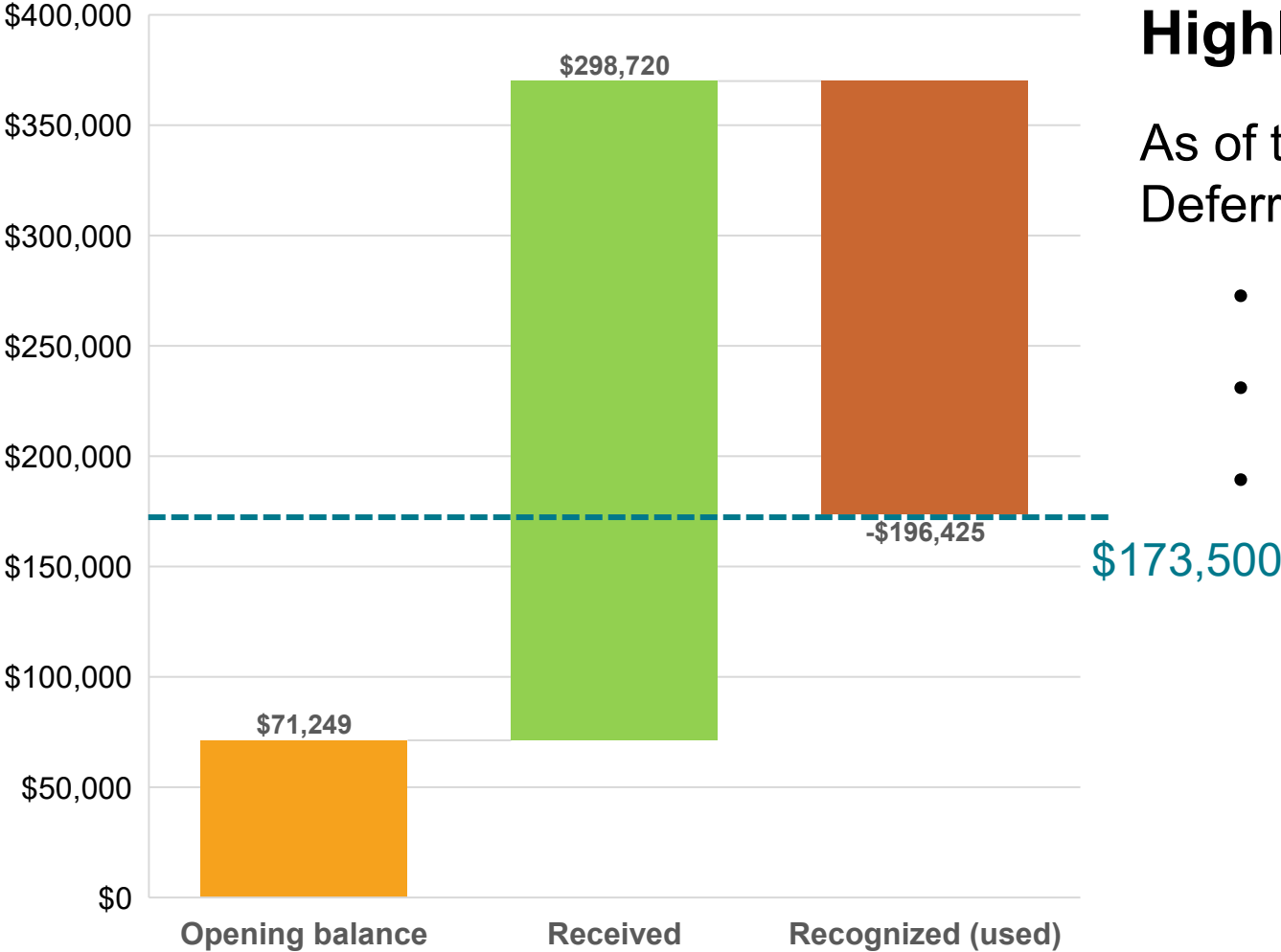
	Complex G&B	Bereavement	PCCT	FV	Ed's House	TOTAL
Hospice Services						
Government Funding - Base	\$89,905	\$50,050	\$217,296	\$217,955	\$630,000	1,205,206
Government Funding - One-Time					965,254	965,254
Fundraising	-	-	-	-	-	-
Donations	-	-	-	-	20,302	20,302
Foundation Funding	-	-	208,351	50,029	668,475	926,855
Grants	-	-	-	-	4,964	4,964
Interest Income/Loss	-	-	-	-	-	-
Amortization of Capital Contributor	-	-	-	-	460,240	460,240
Total Revenue	89,905	50,050	425,647	267,984	2,749,235	3,582,821
Operating Expenses						
Salaries, Wages	52,426	35,130	277,390	182,013	1,488,387	2,035,346
Benefits	11,603	8,569	57,773	35,957	224,207	338,109
Medical Staffing					68,670	68,670
Management fee transfers	8,400	6,265	33,000	21,000	189,000	257,665
Supplies	9,786		9,364	1,716	140,014	160,880
General Sundry	45		16,135	7,041	59,353	82,574
Travel - Staff & Service Delivery		86	5,891	684	4,072	10,733
Professional fees					28,829	28,829
Volunteer Recognition					474	474
Fundraising					41,924	41,924
Equipment Maintenance/Purchase	7,645				4,278	11,923
Amortization of Capital Assets					460,240	460,240
Occupancy - Rent/Lease/Taxes			26,094	19,570	39,785	85,449
Total Expenses	89,905	50,050	425,647	267,981	2,749,233	3,582,816
Surplus or Deficit before Transfers	0	0	0	3	2	5

Highlights:

- Hospice Services continues to maintain a balanced position with support from the Foundation
- CCN has received \$20K in donations designated for Ed's House
- CCN has used ~\$927K of Foundation Funding to balance 3 hospice programs
- Hospice programs required an avg. of \$77K per month to balance, a 83% increase from 2024/25
- This increase reflects higher salary costs (volume & rate increases), as well as a 26% increase in demand (193 individuals served at YE of 2025/26 vs. 153 at YE of 2024/25)
- After monthly deposits of \$61K, the Foundation still owes CCN \$90K for Q3 & Q4 operating costs incurred

Deferred Donations

Deferred Donations Balance



Highlights:

As of the end of December, \$173.5K sits in Deferred Donations, broken down by:

- \$15.6K for Nutrition Services
- \$0.3K for Wellness Services
- \$157.6K for Transportation Services

Appendix: Deferred Donations Detail

Community Care Northumberland
Deferred Donations Summary
For year ending March 31, 2026

		BRI MOW	Wellness	Canadian Legion Branch 30 MOW Donation	MTO	Estate - John Darminin	Deferred THR Grants	Central Transportation	Tim Miller - Transportation Donation	Lakeshore
		Donation								
OPENING	71,249	16,068	-	3,900	13,762	-	7,051	-	-	5,944
Received Current Year	298,720	19,536	690	1,500	29,000	100,000	10,000	123,978	5,000	-
Recognized Current Year	- 196,425	- 21,853	- 323	- 3,568	- 20,569	-	-	- 115,875	- 698	-
BALANCE	173,544	13,752	367	1,832	22,193	100,000	17,051	8,103	4,302	5,944

GL

01-1-43846--00	13,752	367	1,832							
00-1-43846--90					22,193					
00-1-43846--70						100,000	17,051			
00-1-43846--95								8,103		
00-1-43846--80									4,302	5,944
00-1-43846--50										
00-1-43846--30										