

Financial Statements of
SALEM HOME INC.

March 31, 2021

Independent Auditor's Report

To the Board of Directors of Salem Home Inc.

Opinion

We have audited the financial statements of Salem Home Inc. (the "Organization"), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Salem Home Inc. as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management and Those Charged with Governance of the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants

June 2, 2021
Winnipeg, Manitoba

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SALEM HOME INC.
Statement of Financial Position
March 31, 2021

	<u>2021</u>	<u>2020</u>
ASSETS		
CURRENT		
Cash and short term investments (Note 3)	\$ 973,774	\$ 1,084,679
Accounts receivable	37,437	116,090
Prepaid expenses	64,232	23,883
Due from Southern Health-Santé Sud (Note 4)	339,752	32,294
Vacation entitlement receivable (Note 5)	379,275	379,275
	<u>1,794,470</u>	<u>1,636,221</u>
PRE-RETIREMENT ENTITLEMENT (Note 5)	793,635	807,726
CAPITAL ASSETS (Note 6)	7,207,554	7,267,048
	<u>\$ 9,795,659</u>	<u>\$ 9,710,995</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 711,376	\$ 678,848
Accrued vacation entitlement (Note 5)	621,610	604,426
Residents' trust fund	24,026	30,857
Current portion of long-term debt (Note 8)	49,715	43,378
	<u>1,406,727</u>	<u>1,357,509</u>
PRE-RETIREMENT ENTITLEMENT (Note 5)	793,635	807,726
LONG-TERM DEBT (Note 8)	297,765	158,821
DEFERRED CONTRIBUTIONS		
EXPENSES OF FUTURE PERIODS (Note 7)	68,657	67,029
DEFERRED CONTRIBUTIONS		
RELATED TO CAPITAL ASSETS (Note 7)	5,693,104	5,931,294
	<u>8,259,888</u>	<u>8,322,379</u>
NET ASSETS		
Invested in capital assets (Note 9)	1,166,970	1,133,555
Externally restricted (Note 10)	12,070	12,070
Unrestricted	356,731	242,991
	<u>1,535,771</u>	<u>1,388,616</u>
	<u>\$ 9,795,659</u>	<u>\$ 9,710,995</u>

APPROVED BY THE BOARD

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SALEM HOME INC.
Statement of Operations
Year ended March 31, 2021

	<u>2021</u>	<u>2020</u>
REVENUE		
Southern Health-Santé Sud (Note 11)	\$ 9,926,172	\$ 9,595,982
Non-insured	2,252,261	2,381,354
Recoveries revenue	85,180	85,607
Donations and other revenue	26,231	98,599
Interest	7,584	30,321
Other income	4,500	-
Ancillary operations	51,172	75,415
Amortization of deferred contributions - expenses of future periods	41,589	33,529
Amortization of deferred contributions - capital assets	378,352	392,091
Rental properties surplus (Schedule 2)	66,451	94,531
	12,839,492	12,787,429
EXPENSES		
Long term care - institutional based (Schedule 1)	12,260,441	12,282,720
Amortization	413,211	427,702
Major repairs	10,198	-
Medical remuneration and sessional fees	8,487	7,831
	12,692,337	12,718,253
EXCESS OF REVENUE OVER EXPENSES	\$ 147,155	\$ 69,176

SALEM HOME INC.
Statement of Changes in Net Assets
Year ended March 31, 2021

	2021			
	Invested in Capital Assets	Externally Restricted	Unrestricted	Total
Balance, beginning of year	\$ 1,133,555	\$ 12,070	\$ 242,991	\$ 1,388,616
Excess (deficiency) of revenue over expenses	(44,552)	-	191,707	147,155
Capital assets purchased with unrestricted funds, net	(15,752)	-	15,752	-
Debt repaid with unrestricted funds	93,719	-	(93,719)	-
Balance, end of year	\$ 1,166,970	\$ 12,070	\$ 356,731	\$ 1,535,771

	2020			
	Invested in Capital Assets	Externally Restricted	Unrestricted	Total
Balance, beginning of year	\$ 748,641	\$ 12,070	\$ 558,729	\$ 1,319,440
Excess (deficiency) of revenue over expenses	(43,137)	-	112,313	69,176
Capital assets purchased with unrestricted funds	323,292	-	(323,292)	-
Debt repaid with unrestricted funds	104,759	-	(104,759)	-
Balance, end of year	\$ 1,133,555	\$ 12,070	\$ 242,991	\$ 1,388,616

SALEM HOME INC.
Statement of Cash Flows
Year ended March 31, 2021

	<u>2021</u>	<u>2020</u>
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 147,155	\$ 69,176
Items not affecting cash:		
Amortization	425,071	439,562
Amortization of deferred contributions - expenses of future periods	(41,589)	(33,529)
Amortization of deferred contributions - capital assets	(380,519)	(396,425)
	<u>150,118</u>	<u>78,784</u>
Changes in non-cash operating working capital accounts:		
Accounts receivable	78,653	(96,668)
Prepaid expenses	(40,349)	4,473
Accounts payable and accrued liabilities	32,528	(95,241)
Accrued vacation entitlement	17,184	(31,693)
Residents' trust fund	(6,831)	740
Due from Southern Health-Santé Sud	(307,458)	(2,171)
	<u>(76,155)</u>	<u>(141,776)</u>
FINANCING ACTIVITIES		
Proceeds from long-term debt	239,000	-
Repayment of long-term debt	(93,719)	(104,759)
Deferred contributions received - expenses of future periods	43,217	47,243
Deferred contributions received - capital assets	142,329	252,493
	<u>330,827</u>	<u>194,977</u>
INVESTING ACTIVITY		
Purchase of capital assets	(365,577)	(575,785)
	<u>(365,577)</u>	<u>(575,785)</u>
DECREASE IN CASH AND SHORT TERM INVESTMENTS	(110,905)	(522,584)
CASH AND SHORT TERM INVESTMENTS, BEGINNING OF YEAR	1,084,679	1,607,263
CASH AND SHORT TERM INVESTMENTS, END OF YEAR	\$ 973,774	\$ 1,084,679

SALEM HOME INC.
Notes to the Financial Statements
March 31, 2021

1. NATURE OF BUSINESS

Salem Home Inc. (the "Facility") was incorporated under the Manitoba Corporations Act in 1956. The Facility is principally involved in providing long-term care and related services to residents of Winkler and the surrounding area, and specialized psycho-geriatric care to residents living within the area under the jurisdiction of Southern Health-Santé Sud ("SHSS"). As allowed under Bill 49 (Regional Health Authorities Act), the Board of Directors of the Facility has elected to continue to provide the services to SHSS under a service purchase contract. The Facility is a registered charity under the Income Tax Act and accordingly is exempt from income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

a) *Revenue recognition*

The Facility follows the deferral method of accounting for contributions which include donations and government grants. The Facility is funded primarily by the Province of Manitoba, through SHSS. Funding is in accordance with budget arrangements established by Manitoba Health, with regional adjustments made by SHSS. Operating grants are recorded as revenue in the period to which they relate. Grants approved but not yet received at the end of a fiscal period are accrued. Where a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period. These financial statements reflect agreed arrangements approved by Manitoba Health with respect to the year ended March 31, 2021.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions, other than endowment contributions, are recognized as revenue in the year in which the related expenses are incurred. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis, at a rate corresponding with the amortization rate for the related capital assets.

Endowment contributions are recognized as direct increases in externally restricted net assets and related revenue is recognized as revenue when earned.

Restricted investment income is recognized as revenue in the year in which the related expenses are recognized. Unrestricted investment income is recognized as revenue when earned.

SALEM HOME INC.
Notes to the Financial Statements
March 31, 2021

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

b) SHSS funding

Funding is provided by SHSS on an expense recovery basis for out-of-globe expenditures including employee pre-retirement benefits and other approved expenses.

Funding provided by SHSS for all other eligible operations is provided in accordance with the approved in-globe budget. The Facility is responsible for any in-globe deficits but may retain in-globe surpluses to a maximum of 2% of current year baseline operating funds. Additional funding may be provided by SHSS for in-globe expenses not initially included in the budget. During the course of an operating period, the Facility may be requested to undertake additional programs or provide additional services. Funding for such undertakings is recorded by the Facility as revenue in the period in which the amount of funding has been confirmed.

c) Contributed services

A number of volunteers contribute a significant amount of their time each year. Because of the difficulty of determining the fair value, contributed services are not recognized in the financial statements.

d) Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair market value at the date of contribution. Repairs and maintenance costs are charged to expenses. Betterments, which extend the estimated life of an asset, are capitalized. When a capital asset no longer contributes to the Facility's ability to provide services, its carrying amount is written down to its residual value.

Capital assets are amortized on a straight-line basis following the year of acquisition using the following annual rates:

Buildings	2%
Computer and office equipment	25%
Equipment	10%

SALEM HOME INC.
Notes to the Financial Statements
March 31, 2021

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

e) Pre-retirement entitlement obligation

The Facility has a contractual commitment to pay out to employees four days salary per year of service upon retirement if they have ten years of service and have reached the age of 55 or qualify for the “eighty” rule which is calculated by adding the number of years of service to the age of the employee.

The Facility has recorded an accrual based on an actuarial valuation that includes employees who qualify as at the statement of financial position date and an estimate for the remainder of employees who have not yet met the criteria noted above. Funding for the pre-retirement entitlement is recoverable from SHSS on an out-of-globe basis in the year of payment.

f) Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

g) Financial instruments

Financial assets and financial liabilities are initially recognized at fair value. The Facility subsequently measures all its financial assets and financial liabilities at amortized cost.

h) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Areas requiring the use of significant estimates relate to the useful life of capital assets and pre-retirement entitlement. These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in the statement of operations in the year in which they become known.

SALEM HOME INC.
Notes to the Financial Statements
March 31, 2021

3. CASH AND SHORT TERM INVESTMENTS

Guaranteed investment certificates are carried at cost, which approximates market value. The certificates have maturity dates between May 2021 and November 2021, and earn interest between 1.85% and 1.90% (2020 – between 2.30% and 2.75%).

4. DUE FROM SOUTHERN HEALTH-SANTÉ SUD

	<u>2021</u>	<u>2020</u>
Balance beginning of year	\$ 32,294	\$ 30,123
Payments	(32,294)	(30,122)
SHSS budget adjustment	(7,505)	1,141
Out-of-globe adjustment	153,795	31,152
COVID-19 funding receivable	193,462	-
	<u>\$ 339,752</u>	<u>\$ 32,294</u>

5. VACATION AND PRE-RETIREMENT ENTITLEMENT RECEIVABLES

	<u>2021</u>	<u>2020</u>
Vacation entitlement receivable	\$ 379,275	\$ 379,275
Pre-retirement entitlement receivable	793,635	807,726

Funding for the vacation entitlement obligation earned by employees of the Facility as at March 31, 2004 in the amount of \$379,275 has been set up as a current receivable due from SHSS, with an equal and off-setting liability included in accrued vacation entitlement. Accrued vacation entitlement also includes obligations relating to accrued vacation entitlements that have arisen since March 31, 2004.

Funding for the pre-retirement obligation at March 31, 2021 in the amount of \$793,635 has been set up as a non-current receivable from SHSS. The amount recorded as a receivable for pre-retirement costs was initially determined based on the value of the corresponding actuarial liability for pre-retirement costs as at March 31, 2004. Subsequent to March 31, 2004, SHSS has included in its ongoing annual funding to the Facility, an amount equivalent to the change in the pre-retirement liability, which includes annual interest accretion related to the receivable. The receivable will be paid by SHSS when the Facility requires the funding to discharge the related pre-retirement liabilities. The significant actuarial assumptions adopted in measuring the Facility's accrued pre-retirement entitlements include mortality and withdrawal rates, a discount rate of 2.60% (3.1% in 2020) and a rate of salary increase of 3.5% (3.5% in 2020) plus age related merit / promotion scale with actuarial derived provisions for disability.

SALEM HOME INC.
Notes to the Financial Statements
March 31, 2021

6. CAPITAL ASSETS

	2021			2020
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 520,303	\$ -	\$ 520,303	\$ 442,160
Building	11,941,186	5,954,620	5,986,566	6,063,462
Computer and office equipment	292,186	292,186	-	-
Equipment	4,694,669	4,013,092	681,577	749,028
Construction in progress	19,108	-	19,108	12,398
	\$ 17,467,452	\$ 10,259,898	\$ 7,207,554	\$ 7,267,048

7. DEFERRED CONTRIBUTIONS

Deferred contributions related to expenses of future periods represent the unspent amount of donations and grants received for expenditures other than the purchase of capital assets. Amortization is recorded as revenue in the statement of operations, matched with expenditures incurred with these funds.

	2021	2020
Expenses of future periods		
Balance, beginning of year	\$ 67,029	\$ 53,315
Add: additional contributions received	43,217	47,243
Less: amounts brought into revenue	(41,589)	(33,529)
	\$ 68,657	\$ 67,029
Related to capital assets		
Balance, beginning of year	\$ 5,931,294	\$ 6,075,226
Add: additional contributions received	142,329	252,493
Less: amounts amortized into revenue	(380,519)	(396,425)
	\$ 5,693,104	\$ 5,931,294

SALEM HOME INC.
Notes to the Financial Statements
March 31, 2021

8. LONG-TERM DEBT

	<u>2021</u>	<u>2020</u>
Mortgage payable, repaid during the year.	\$ -	\$ 20,821
Mortgage payable in monthly principal and interest payments of \$690, bearing interest at Access Credit Union prime rate (2.45% at March 31, 2021), due July 2038, secured by land and building and a promissary note in the amount of \$117,733.	39,838	80,736
CMHC Mortgage payable in monthly installments of \$3,028 including interest at 7.0%, due 2023.	70,305	100,642
Mortgage payable in monthly installments of \$1,320 including interest at Access Credit Union Prime rate (2.45% at March 31, 2021), due December 2045, secured by land and building.	237,337	-
	347,480	202,199
Less: current portion	(49,715)	(43,378)
	\$ 297,765	\$ 158,821

Principal repayments on long-term debt in each of the next five years are estimated as follows:

2022	\$ 49,715
2023	52,476
2024	24,395
2025	18,860
2026	19,327

SALEM HOME INC.
Notes to the Financial Statements
March 31, 2021

9. NET ASSETS - INVESTED IN CAPITAL ASSETS

a) *Invested in capital assets is calculated as follows:*

	2021	2020
Capital assets	\$ 7,207,554	\$ 7,267,048
Amounts financed by deferred contributions	(5,693,104)	(5,931,294)
Amounts finance by long-term debt	(347,480)	(202,199)
	\$ 1,166,970	\$ 1,133,555

b) *Changes in net assets invested in capital assets is calculated as follows:*

	2021	2020
Amortization of deferred contributions related to capital assets	\$ 380,519	\$ 396,425
Amortization of capital assets	(425,071)	(439,562)
	(44,552)	(43,137)
Purchase of capital assets	365,577	575,785
Amounts funded by deferred contributions	(142,329)	(252,493)
Proceeds from long-term debt	(239,000)	-
Repayment of long-term debt	93,719	104,759
	77,967	428,051
	\$ 33,415	\$ 384,914

10. RESTRICTIONS ON NET ASSETS

The externally restricted net assets are subject to externally imposed restrictions stipulating that a principal of \$10,000 be maintained intact as a library fund. Accumulated investment income of \$2,070 is restricted for use in the purchase of resource materials for the staff library at the Facility.

SALEM HOME INC.
Notes to the Financial Statements
March 31, 2021

11. SOUTHERN HEALTH-SANTÉ SUD REVENUE

Southern Health–Santé Sud revenue includes the following:

	<u>2021</u>	<u>2020</u>
Revenue per final budget	\$ 9,434,463	\$ 9,568,058
Amounts recorded as deferred contribution	-	(4,700)
Provincially funded debt	-	(25,700)
COVID-19 funding	295,210	-
	<u>9,729,673</u>	<u>9,537,658</u>
Retroactive salary approvals	-	50,679
Visitation shelter	12,613	-
Current year's estimated out of globe amounts	183,886	7,645
Revenue for the year	<u>\$ 9,926,172</u>	<u>\$ 9,595,982</u>

Amounts recoverable or payable are based on SHSS funding policies on out-of-globe budget items for the accounting period. Other adjustments will be recognized as increases or decreases to revenue in the period in which they are received or deemed to be receivable.

12. RELATED PARTY

The Facility exercises significant influence over Salem Foundation Inc. by virtue of its ability to appoint two out of five members of its Board of Directors. Salem Foundation Inc. was established to raise funds to support the programs of the Facility and assist individuals experiencing cognitive and/or physical dysfunctions of a chronic or long-term nature. Salem Foundation Inc. is incorporated under the Manitoba Corporations Act and is registered charity under the Income Tax Act.

13. ECONOMIC DEPENDENCE

The Facility receives in excess of 77% (2020 – 75%) of its total revenue from Southern Health–Santé Sud and is economically dependent on SHSS for its continued operations.

14. PENSION PLAN

Substantially all employees of the Facility are members of the Health Employees' Pension Plan (the "Plan") which is a multi-employer defined benefit pension plan available to all eligible employees. Plan members will receive benefits based of the length of service and on the average of annualized earnings calculated on the best five of the eleven consecutive years prior to retirement, termination or death, that provide the highest earnings. The costs of the benefit plan are not allocated to the individual entities within the related group. As a result, individual entities with the related group are not able to identify their share of the underlying assets and liabilities. Therefore, the plan is accounted for a defined contribution plan in accordance with the requirement of the Canadian Institute of Chartered Accountants' Handbook section 3462.

SALEM HOME INC.
Notes to the Financial Statements
March 31, 2021

14. PENSION PLAN (continued)

Pension assets consist of investment grade securities. Market and credit risk on these securities are managed by the Plan by placing assets in trust and through the Plan's investment policy. Pension expense is based on best estimates, in consultation with its actuaries, of the amount, together with the 7.9% of basic annual earnings up to the Canada Pension Plan ceiling and 9.5% of earnings in excess of the ceiling, contributed by employees, required to provide a high level of assurance that benefits will be fully represented by fund assets at retirement, as provided by the Plan. The funding objective is for the employer contributions to the Plan to remain a constant percentage of employee contributions.

Variations between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by the participating members. The most recent actuarial valuation of the plan as at December 31, 2019, disclosed the total actuarial value of assets to be \$8,279,598,000 and the total actuarial value of liabilities to be \$7,575,601,000 resulting in a surplus of \$703,997,000. Actual contributions to the plan made during the year by the Facility on behalf of its employees amounted to \$545,534 (2020 - \$541,936) and are included in the statement of operations.

15. CAPITAL MANAGEMENT

The Facility defines its capital as the amounts included in the Net Asset balances.

The Facility's objective when managing capital is to safeguard its ability to continue as a going concern so that it can continue to provide the appropriate level of care and service to its residents.

The Facility sets the amount of capital in proportion to risk and manages the capital structure and makes adjustments to it in light of changes to economic conditions and the risk characteristics of the underlying assets.

16. COVID-19

In March 2020, the World Health Organization declared coronavirus COVID-19 a global pandemic. This contagious disease outbreak, and any related adverse public health developments, has adversely affected workforces, economies, and financial markets globally, potentially leading to an economic downturn. It has also disrupted the normal operations of many businesses, including that of Salem Home Inc. At this time it is not possible for the Organization to predict the duration or magnitude of the adverse results of the outbreak and its effects on the Organization's business.

SALEM HOME INC.**Statement of Expenses - Long-Term Care - Institutional Based**

Year ended March 31, 2021

	<u>2021</u>	<u>2020</u>
Departmental expenses		
Administration	\$ 641,517	\$ 653,892
Food services	1,461,039	1,468,006
Housekeeping	544,735	572,755
Internal services education	129,668	139,482
Laundry and linen	338,308	319,927
Pastoral care	59,402	58,946
Personal care	6,366,508	6,208,510
Pharmacy	84,739	84,738
Plant maintenance	416,256	461,321
Plant operations	372,659	373,697
Pre-retirement benefits	67,531	79,510
Recreation	261,726	267,639
Resident food service	29,952	35,588
Social work	84,209	84,260
Behavioural treatment unit (Willow)	1,333,553	1,398,228
Undistributed out of globe expenses	28,164	39,098
Vending	380	481
Volunteer services	40,095	36,642
	\$ 12,260,441	\$ 12,282,720

SALEM HOME INC.
Supplemental Statement of Operations - Rental Properties
Year ended March 31, 2021

	<u>2021</u>	<u>2020</u>
REVENUE		
Rental and other income	\$ 64,616	\$ 57,273
Donations	45,979	85,254
Amortization of deferred contributions - capital assets	2,167	2,167
	112,762	144,694
EXPENSES		
Natural gas	1,185	1,136
Electricity	1,608	1,687
Water	-	691
Insurance	3,160	3,358
Building maintenance	11,116	11,829
Minor equipment purchases	-	1,050
Mortgage interest	2,852	5,820
Municipal taxes	14,530	12,732
Amortization	11,860	11,860
	46,311	50,163
EXCESS OF REVENUE OVER EXPENSES	\$ 66,451	\$ 94,531