

Section 1: BUDGET - HSA OPERATIONS	ACTUAL		BUDGET	HSA OPERATIONS BUDGET				\$ Variance (b-a)	% Variance (b/a)
	2019 (12 months)	2020 YTD (6 months)	2020 Budget (a)	Year 1 2021 (b)	Year 2 2022	Year 3 2023	Total for 3 Years	2021 Budget vs 2020 Budget	2021 Budget vs 2020 Budget
Revenue:									
WorkSafeBC HSA Operations Funding	1,490,940	604,275	1,208,550	#REF!	1,398,900	1,417,710	#REF!	#REF!	#REF!
Interest Revenue	7,216	2,071	5,000	#REF!	5,000	5,000	#REF!	#REF!	#REF!
Training/Course Revenue	109,741	20,545	116,120	#REF!	80,000	95,000	#REF!	#REF!	#REF!
Other Revenue: Sponsorship	750	15,000	7,000	#REF!	15,000	15,000	#REF!	#REF!	#REF!
Other Revenue: Hiring Credit	1,017	0	0	0	300	0	300	0	-
Other Revenue: Hearts and Hands	34,630	0	48,100	#REF!	60,000	60,000	#REF!	#REF!	#REF!
Other Revenue: Grant Funding	14,188	14,115	5,000	#REF!	15,000	15,000	#REF!	#REF!	#REF!
Other Revenue: Membership	0	1,250	25,000	#REF!	15,000	15,000	#REF!	#REF!	#REF!
Other Revenue: Small Initiative Funding	0	11,000	0	0	0	0	0	0	-
Other Revenue: Misc.	0	7180	0	0	0	0	0	0	-
Total Revenue	1,658,482	675,436	1,414,770	#REF!	1,589,200	1,622,710	#REF!	#REF!	#REF!
						33,510.00			
Compensation Expense:									
Salaries	671,599	389,882	698,333	#REF!	803,000	819,060	#REF!	#REF!	#REF!
Benefits	89,508	53,978	97,300	#REF!	135,000	139,050	#REF!	#REF!	#REF!
Consultants & Contractors	289,075	82,848	186,190	#REF!	190,000	195,000	#REF!	#REF!	#REF!
Other Expense:									
Accounting & Legal Fees	24,667	5,198	10,000	#REF!	#REF!	11,000	#REF!	#REF!	#REF!
Advertising & Sponsorships	72,002	25,605	56,525	#REF!	#REF!	59,000	#REF!	#REF!	#REF!
Board Expenses	8,431	591	14,000	#REF!	#REF!	15,000	#REF!	#REF!	#REF!
Building Maintenance & Repairs	7,892	1,989	3,465	#REF!	#REF!	3,500	#REF!	#REF!	#REF!
Telecommunications & Freight	1,531	2,614	4,402	#REF!	#REF!	6,500	#REF!	#REF!	#REF!
Conference Registration and Meeting Expenses	51,746	6,189	58,665	#REF!	65,000	66,000	#REF!	#REF!	#REF!
Furniture & Equipment	6,296	2,623	5,250	#REF!	#REF!	5,500	#REF!	#REF!	#REF!
Office Supplies	17,571	6,232	16,275	#REF!	16,500	16,600	#REF!	#REF!	#REF!
Property Taxes & General Insurance	4,012	2,488	7,000	#REF!	7,000	7,000	#REF!	#REF!	#REF!
Publications & materials	19,764	1,024	31,070	#REF!	28,000	29,000	#REF!	#REF!	#REF!
Rent - Office	99,701	50,309	113,400	#REF!	115,500	116,000	#REF!	#REF!	#REF!
Technology	79,352	18,669	58,175	#REF!	72,200	72,500	#REF!	#REF!	#REF!
Training - Staff	22,239	8,555	18,000	#REF!	19,000	19,500	#REF!	#REF!	#REF!
Travel	30,251	5,253	29,720	#REF!	35,000	36,000	#REF!	#REF!	#REF!
Miscellaneous	85,870	(2,936)	7,000	#REF!	6,300	6,500	#REF!	#REF!	#REF!
Total Expenses	1,581,507	661,111	1,414,770	#REF!	#REF!	1,622,710	#REF!	#REF!	#REF!
Revenue less Expenses	76,975	14,325	0	#REF!	#REF!	0	#REF!	#REF!	#REF!

Note: Any significant expense account (>\$50,000) included in 2021 budget and any significant variances (>20%) should be explained in Section 5 below.

Section 2: RESERVE FUND - HSA OPERATIONS				2019	2020	2021
Opening Balance				150,268	157,305	157,305
Drawdown (-)				-	-	
Add Surplus Retained in Reserve Fund				-	-	
Additional Funds Requested				7,037	-	
Ending Balance				157,305	157,305	157,305

Describe the reason(s) for any drawdown of HSA Reserve Fund in the current year

Section 3: COMPENSATION - HSA OPERATIONS	ACTUAL			HSA OPERATIONS BUDGET		
	2019	2020		Year 1 2019	Year 2 2020	Year 3 2021
<i>List the top ten highest compensated positions, including consultants (who are contracted on an ongoing basis), in the following annual compensation categories:</i>						
1. Number of positions with compensation \$1-\$39,999	1	0.5			1	
2. Number of positions with compensation \$40,000-\$79,999	5	8		6	6	6
3. Number of positions with compensation \$80,000-\$119,999	4	3		4	3	4
4. Number of positions with compensation \$120,000-\$159,999						
5. Number of positions with compensation \$160,000-\$199,999						
6. Number of positions with compensation \$200,000-\$249,999						
7. Number of positions with compensation \$250,000-\$299,999						
8. Number of positions with compensation \$300,000-\$349,999						
9. Number of positions with compensation \$350,000 and over						

Section 4: EXPENSE ALLOCATION - HSA OPERATIONS

a) Describe the method or formula used in the 2021 budget to allocate common expenses and/or overhead expenses shared between HSA operations and COR administration or shared between the organization's head office and HSA operations (e.g., based on staffing FTE or square footage of office)

SafeCare BC co-shares an office space and back-end administration services with the BC Care Providers Association (BCCPA) via a Shared Services Agreement (SSA). Costs associated with the SSA are allocated to the following line items: Consultants and Contractors, Advertising and Sponsorship, Building Maintenance, Telecommunications, Furniture, Office Supplies, Technology, and Staff Training.

b) List the expenses and amounts that have been allocated according to method described in (a) and included in the 2021 budget in Section 1.

Costs associated with the SSA are allocated to the following line items: Consultants and Contractors (\$126,030), Advertising and Sponsorship (\$42,525), Building Maintenance (\$3,465), Telecommunications (\$4,452), Furniture (\$5,250), Office Supplies (\$16,485), Technology (\$23,625), and Staff Training (\$15,960).

c) Has the expense allocation method used in the 2021 budget changed from previous year? If it has changed, explain why.

No change.

Section 5: EXPLANATION OF SIGNIFICANT EXPENSE AMOUNTS, SIGNIFICANT VARIANCES, AND FUNDING INCREASES

a) Provide an explanation for the funding increase over the 2020 funding amount, if applicable.

In 2019, our funding was \$1,490,940. However, in response to the provincial government's decision to repatriate home care services, we significantly decreased our funding ask for 2020 to \$1,208,550 in anticipation of a sector contraction. We did so to buffer the home care sector against a levy increase. When the pandemic hit in early 2020, it disproportionately impacted the long-term and community support services sector. We subsequently upscaled our operations to respond to the sector's need for support, knowing that this decision would likely result in a year-end deficit. Some examples included: launching Operation Protect, a province-wide PPE drive in collaboration with the provincial supply chain; tripling our annual outreach target within the first six months of 2020; developing seven new learning modules, a suite of COVID-19-specific live training, revamping our fee structure to provide free or minimal-cost online training, the *Care for Caregivers* initiative, and over 25 COVID-19-specific resources (including safety audits). The SafeCare BC board approved the Association to access its non-HSA Reserve Fund savings to cover any operational shortfalls. However, this is not sustainable in the long-term. We anticipate that the pandemic will continue to be a major challenge in 2021. To support those in the sector to be safe, we plan to continue our outreach efforts, further integrate pandemic preparedness into programs like TOP and Peer Resource Network, maintain our advocacy work on PPE - a critical issue for the sector, and continue to redevelop our training resources to ensure members have access in a way that's safe and effective across priority topic areas like MSIP, violence prevention, and infection control. Consequently, we are requesting a modest funding increase as compared to 2020 levels for 2021. This request will still not put us back at 2019 funding levels, but it will enable us to sustain our level of service in the face of a pandemic that has disproportionately impacted our members. We also anticipate that the subsequently sector levy will not deviate from historical averages, owing to ongoing sector growth, including growth in the home care sector (which was not originally forecast when we prepared our 2020 funding request).

b) Provide an explanation for any funding increase over the 2021 funding forecast amount included rates setting, if applicable.

N/A

c) Any significant expense account (>\$50,000) included in the 2021 budget, excluding salaries, should be explained here.

Consultants and Contractors - the majority of the expenses here are attributable to either workshop delivery costs or course development / learning resource development costs, along with costs associated with the SSA and the contracted in-house staffing support provided to SafeCare BC by the BC Care Providers. This follows the model established early on with the founding of SafeCare BC, and has proven advantageous in terms of cost-savings and leveraging efficiencies between the two organizations. This category also included costs associated with the speakers for three Hearts and Hands Conferences. **Technology** - in response to public health restrictions regarding the movement into and out of long-term care homes, as well as restrictions on in-person gatherings, SafeCare BC intends on continuing to invest in technological solutions so those in the continuing care sector have access to workplace health and safety education. This will include maintaining the learning management system, leveraging app technology to deliver training, and adapting existing modules to allow for live virtual, self-paced, and in-person delivery. **Rent** - as part of a strategic shift to bring more capacity internally to deliver programs and engage members, SafeCare BC moved offices in 2017. The space allowed for growth in terms of staffing numbers and has an on-site training centre to allow for the in-house delivery of workshops and focus groups, where previously SafeCare BC had been renting or sourcing external space. **Advertising and Sponsorship** - the costs in this area are due to exposure via marketing and advertising channels as per the SSA, the marketing of the Care for Caregivers and Care to Speak initiatives, the Safety Den, and the Hearts and Hands conferences. **Conference Registration and External Events** accounts for the costs associated with hosting three Hearts and Hands conferences, as well as all of our in-person workshop delivery costs.

d) Any significant expense account variance (>20%), including salaries, between 2020 budget and 2021 funding request should be explained here.

Benefits is higher in the 2021 budget, owing to the fact that the actual costs incurred in 2020 were higher than what had been budgeted. Therefore, the 2021 budget has been revised upward to more accurately reflect costs. **Telecommunications and Freight** is higher owing to costs associated with a shift to remote work for staff as a result of the pandemic. We anticipate this trend will continue into 2021. **Technology** is higher, representing a strategic shift towards more online, self-paced and live virtual training in response to public health restrictions around in-person gatherings and movement between long-term care homes. Even once these measures are lifted, we anticipate that there will be a fundamental shift in the demand for online training. **Travel** is higher, primarily due to costs associated with going to a three-location conference for Hearts and Hands (up from the two that were budgeted for the 2020 year). We also assume that we will be able to resume in-person outreach visits in 2021, but this is may change if restrictions on movement between long-term care homes are not lifted before the end of 2021.

Section 6: APPROVAL

Approved by Organization Board Chair: _____ (signature) _____ (name)

Date Approved: _____