



Head Injured  
Relearning  
Society

# ANNUAL REPORT

*April 1, 2000 – March 31, 2001*

Head Injured  
Relearning Society

300, 815-8th Avenue SW

Calgary, AB T2P 3P2

Tel: 403-297-0100

Fax: 403-234-8860

## Board of Directors

### *Honorary Members*

Bob Blair, C.C.  
Michael Ho, L.L.B.

### *Honorary Chairperson*

Georgina Wilks, M.P.A.

### *President*

Connie Osterman

### *Past President*

Mark Podwysocki, B.Sc.

### *Vice President*

Joanne Ingram, L.L.B.

### *Treasurer*

Bob Campbell, C.A.

### *Secretary*

Kaye Brock

### *Directors*

Ruth Bond, B.N.  
Alies Carruthers, B.S.W.  
Niki Cote, C.A.  
Joanne Demetrick  
Tom Jacobsen  
Lorne Sulsky, Ph.D.  
Sharon Penner, C.A.  
President – HIRSDF, ex-officio  
Gerrit Groeneweg, Ph.D., C.Psych.  
Executive Director

## Committees and Task Groups

### *Fund Raising and Communications*

Joanne Demetrick (Chair)  
Gary Bigg  
Alies Carruthers  
Amelia Li  
Kaye Brock  
Isabel Henson  
Sharon Penner

### *Facility Advisory*

Alies Carruthers (Chair)  
Ruth Bond  
Bill Faulkner  
Rick Charlton  
Dale Williams

### *Human Resources*

Lorne Sulsky (Chair)  
Kaye Brock  
Ed Rowney  
Lisa Coutts  
Don Sibbald

### *Finance*

Bob Campbell (Chair)  
Jim Sykes

The President and the Executive Director are members of all committees on an ex-officio basis.

## FROM THE PRESIDENT

It seems that in the blink of an eye, it is time again to reflect on another year in our continuing efforts to serve people with brain injuries.

The Board of Directors has pondered mightily on the nuts and bolts of our operation. This began with the series of strategic planning sessions early in our last year. We, as well, have kept abreast of the elements related to the provincial review of brain injury services. The government's decisions as to structure and funding will of course impact our programs and finances.

The past year has seen important work done by the Board's committees. In particular an ad hoc committee with board members and supplemented by our Executive Director and several skilled realty people from the private sector, produced the basic information needed for us to be comfortable re-signing a 3 year lease with the existing landlord. It provides us with the medium term certainty of location and costs.

During this, the International Year of Volunteers, it is fitting that we give special recognition to the many volunteers who have made it possible for both our program participants and our organization to succeed. The standing committee on Fund Raising and Communications not only organized volunteers for a casino, but did an outstanding job of filling the seats for the Camelot fund raiser. It was a first for us and a good experience to build upon should another

such opportunity arise. Incredibly the volunteer hours chocked up by the Board total 1406 for this past year alone.

These efforts, combined with our Executive Director and staff achieving a 3 year C.A.R.F. accreditation, as well as securing some other funding sources, provide the base needed to accept the challenge of change that could be soon upon us.

All boards inevitably must face the retirement of valuable members. We thank them for their tireless efforts. However I must single out one such departing member, and that is Kaye Brock. She has served the brain injured community for more than 20 years. She has been through and seen so many ups and downs and always rolled with the punches so to speak. If there is one word to describe what Kaye has demonstrated to us that will continue to be needed in the future, it is tenacity. To honour her efforts we must continue the works she began so long ago.

To close out this successful year and as we face the challenges ahead I must say thank you Board members, and thank you Kaye.



Connie Osterman  
President

## EXECUTIVE SUMMARY

2000 — 2001 was a year mixed with challenge, stability and accomplishment. And as in previous years, the Head Injured Relearning Society, through its primary operating division — the Brain Injury Rehabilitation Centre, and its many volunteers, sponsors and partners not only met the challenges it faced but achieved new heights on behalf of individuals with brain injuries.

### Challenges

As in past years, the major challenge facing the Head Injured Relearning Society was the ongoing struggle to remain fiscally viable in the face of continuing demand for services from individuals with brain injuries themselves, increased performance expectations, increasing operating costs, and a historical lack of funding from the public sector. And, as in past years, the Society was able to meet its financial challenges through a combination of increased fundraising efforts, stringent efforts to contain costs, and additional support from the Society's major historical donor due to an improvement in its own financial status. Specific donor allocations are provided in the summary of audited financial statements provided elsewhere in this report.

A second major challenge was for the program to be able to accommodate the diverse and sometimes demanding requirements of specific participants. With limited resources the Centre faced particular challenges from several individuals due to their various behavioural issues in maintaining them in the Centre's services. These challenging needs speak to the urgency for the development of specialized resources. Without the availability of these services these types of individuals will continue to gravitate to the margins of available services and have their needs poorly met or indeed not met at all.

A third major challenge for the Society was for the Brain Injury Rehabilitation Centre to achieve full accreditation for its services for the maximum 3-year period available. Major hurdles to achieving this outcome were the lack of sufficient resources to track, compile, and analyze the performance of the Centre's participants and programs.

The Centre was also challenged with the loss and replacement of 2 valuable staff members. While staff turnover is typically problematic for most organizations, especially those at the community agency level, this loss of experienced staff, not only from the Centre but from the relatively small pool of professionals knowledgeable about community-based rehabilitation was especially acute. The loss underscores the need for competitive compensation and professional development and opportunities.

An additional challenge which the organization faced was the agency's relative lack of public visibility. This lack reflects the relative lack of visibility and attention given to issues concerning individuals with brain injuries on the general public agenda. In the face of so many other causes vying for public attention a significant challenge for the future remains that of bringing awareness and support to the needs of individuals with brain injuries in our communities. It is doubtful that without such attention, the overall level of financial and community support that these individuals require and deserve will be forthcoming.

### Stability

In spite of the many challenges which the Centre faced during the year, it remained a stable and reliable support for persons with brain injuries, other service providers, funders, and the community in general. Over and above its service provision, the Centre fielded numerous inquiries and

requests for support throughout the year from a variety of sources both within the community and from out of province. These inquiries and requests included policy, financial, markets, program practices, research, advocacy, client management, etc. Indeed, even our accreditation surveyors who came from out of the country remarked on some of the novel practices which they observed at the Centre and encouraged us to compile and communicate the results of these practices more broadly.

While the Centre has placed itself under increasing scrutiny and pressure to engage in evidence based practice, it is clear that as the overall amount of research evidence regarding brain injury increases there is yet no unanimous picture of best practices to be followed at the community level. What evidence does exist tends to confirm the appropriateness of the overall treatment strategy historically utilized by the Centre. Specifically, both intensive restorative and compensatory approaches, within both facility and community-based settings, appear to have merit for maximal benefit. While our own experience and the expectations of our participants and their families and purchasers indicate that the trend to increased services and supports to individuals directly in their homes, communities and work places must continue, the evidence from a number of fronts in neuroscience research and practice elsewhere argue for the value and strategic use of most of the facility-based interventions for which the Centre has become recognized.

This past year saw the end of the Centre's first lease term on its current premises. It was recognized that while the downtown area has a number of advantages for program operations — not the least of which is centrality and proximity to the light rail transit system and numerous

businesses, it also has a number of disadvantages including lease costs and costs of parking. Nonetheless, after considerable searching and utilizing the expertise of a variety of leasing experts, it was determined that the best short-term location remained our current facility. Effective negotiation enable us to obtain the best arrangement possible under the circumstances. This was especially so in hindsight as we were shielded from rapidly escalating energy costs as a result of having negotiated an all costs inclusive lease. Our special thanks go to Rick Charlton, Bill Faulkner, and Dale Williams for their invaluable assistance in leading us through this complex process. It should be noted that while we have been able to secure stability in our facility location until the summer of 2003, we must undertake immediate action in order to ensure long-term stability.

The Centre maintained an active community presence throughout the last year in a number of strategic areas. Most notably, the Centre remained an active partner in the Brain Injury Coalition of Calgary. As a result of the effective working relationships that have developed within the local public and not-for-profit brain injury rehabilitation and support sector, there is a consensus amongst all the partners that in the event that new public funding were to become available to the Calgary Region, the partners would be readily able to implement new and expanded supports and services. Indeed, it is increasingly evident that the collaborative ethic which pervades the Calgary brain injury service provider community is unique within the province and bodes well for the long term support of individuals and families.

A second major area of community involvement for the Centre during the past year was with the Champions of Workplace Diversity Consortium. This consortium of Calgary-based service providers providing employment-related services to persons with disabilities emerged out of an earlier prototype — the Calgary Employment Partnership — of which the Centre was a significant participant. While the Consortium struggled with the expected issues of governance and legal responsibilities, the potential long-term benefits of a co-ordinated and multi-faceted approach to employment services for persons with disabilities outweighs any short-term difficulties in doing business in a different and improved way. In addition to better employment-related services for persons with disabilities, early in the collaborative process the Consortium was able to see the benefit of its activities through the attraction of significant corporate support to the project both financially and through a commitment to improve the employment opportunities for individuals within the community.

A third major area of community involvement for the Centre remained its participation in the Calgary Injury Prevention Coalition and related initiatives including the City of Calgary led Safer City initiative. The Centre's participation in these safety and prevention thrusts underlines the Centre's ongoing commitment to the often repeated adage in the traumatic brain injury field that prevention is the best cure .

### **Accomplishments**

In spite of the many challenges which the organization faced during the year, a number of significant accomplishments were able to be achieved. Virtually all of these were possible because of the

dedication and commitment of so many individuals. Most notably amongst these were the program participants themselves, our many volunteers — including Board members, our staff, and our community partners.

The most notable program-related achievements are summarized in the report of the Program Manager. However, it warrants repetition that while program statistics tell an important story about the effectiveness of the agency's services, perhaps the most telling evidence comes from the individual stories of struggle and achievement of each of our participants. Innumerable times throughout the last year we have celebrated both "minor" victories and major accomplishments. To detail each of these successes and bring to the fore the full human drama of each would require an annual report spanning several volumes. We can also take pride in the special efforts we took in some particularly challenging cases to ensure that individuals who desperately needed service but presented special difficulties to not only our organization but also other services in the community, continued to remain connected with the agency and guided through alternative services and supports until their situation was stabilized and they were able to benefit from more normative services.

At the organizational level, the organization was successful in not only improving its public profile, but also in attracting much needed financial support. Through a partnership arrangement with Theatre Calgary's production of Camelot, the Centre put together a very successful fundraising event and was able to bring to the attention of a large number of individuals and businesses the work of the Brain Injury Rehabilitation Centre. Indeed, it was largely as a result

of significant corporate sponsorships for the event that we were able to exceed the objectives we established for the event. We hope that this will be the start of a variety of events and initiatives designed to raise the profile of the organization and the people it serves.

During the past year we were able to continue to provide our much needed and requested vocational support services to our participants. As the direct result of a donation received from the Canadian Pacific Charitable Foundation in late 1999 for this specific area of service, we were able to provide the full continuum of vocational and career placement services thereby assisting many individuals not only to achieve their employment related goals, but also returning significant productive capacity back to the community. The Foundation's support was instrumental in providing us with additional time to identify and obtain alternative support for this unfunded area for the near term. Specifically, during the year we were successful in obtaining the commitment of an alternative donor to support this area for the forthcoming year. While this donation is term limited, it demonstrates a recognition that the pursuit of productive re-engagement is a valuable goal for not only many survivors of brain injuries, but also for society as a whole. This donor support will provide the Centre with additional time to identify and attract long-term funding for this essential rehabilitation service.

In conjunction with the above donation, a commitment was also received from the donor to provide supporting consultation dollars to assist the organization in examining its operations in an effort to solidify its activities and position — especially with major funders and purchasers.

Another major success was the achievement of a full 3-year accreditation for all the Centre's services from the Commission on the Accreditation of Rehabilitation Facilities (CARF). This achievement attests to the quality and high standards the Centre endeavours to maintain in the support and benefit of individuals with brain injuries. This accreditation should be a reassurance to both recipients and purchasers that the best can be expected from the Centre.

During the past year the Centre was able to provide input through its participants, Board members and staff to a much needed and anticipated provincial review of brain injury services. It is expected that this review, commissioned by the Alberta Department of Health and Wellness, will provide recommendations regarding the design of services throughout the province. It is hoped by all stakeholders involved with the process that the report will ultimately result in the commitment of new monies in support of community-based services and supports by government.



Gerrit Groeneweg  
*Executive Director*

**Our mission is to facilitate the self-determination, community integration and well-being of individuals with acquired brain injury.**

**Our vision is to be recognized as developer and provider of leading-edge, effective and innovative programs in the treatment and support of individuals who have acquired a brain injury.**

**Head Injured  
Relearning Society**

300, 815-8th Avenue SW

Calgary, AB T2P 3P2

Tel: 403-297-0100

Fax: 403-234-8860

[birc@home.com](mailto:birc@home.com)

## PROGRAM REVIEW

This report will briefly describe the demographics of our participants, accessibility to the Brain Injury Rehabilitation Centre (BIRC), and the outcome of participants who completed the program. A comparison will be made with the previous year(s) when possible.

This year we admitted 18 new participants and discharged 15 participants. Of those participants, 22 were male and 10 were female. The ratio of males to females continues to be reflective of the relative incidence of brain injury widely reported in the research literature.

Of the 18 people that were admitted this year 7 acquired a brain injury in a motor vehicle collision. Six acquired a brain injury after a tumor, stroke, heart attack or aneurysm. The remaining 5 people acquired a brain injury through various means such as assault, drug reaction, fall, or snowboarding.

### ...participants entered the program quicker this year...

In terms of the waiting list, the average time it took for a participant to enter the program was 155 days (5.2 months). The previous year the average time it took for a participant to enter the program was 187 days (6.2 months). This represents a 16% reduction in waiting time from the previous year. However, we continue to be concerned that this period constitutes a significant time of lost opportunity in as much as current evidence suggests that the earlier individuals are able to participate in rehabilitation following a brain injury, the better the overall long term outcome they can expect compared to their peers who do not have similar timely access.

A closer look at the admission statistics shows that during the current year, participants who were privately funded started the program quicker than participants who had public funding. On average it took 177 days (5.9 months) for a participant with public funding to enter the program. On average it took 95 days (3.2 months) for a participant with private funding to enter the program. After looking at previous years, there appears to be a trend for privately funded participants to enter the program more quickly than publicly funded participants. This differential is attributable to the lack of funding and resources available for individuals who are exclusively reliant on publicly supported services.

### ...participants who complete the program are better off...

In terms of length of time in the program, on average it took 449 days (15 months) for participants to complete their program. A comparison between publicly funded and privately funded participants shows that participants who had funding from private sources completed the program quicker than participants who had funding from public sources. On average, persons with private funding completed their program in 335 days (11.2 months). On average, persons with public funding completed their program in 490 days (16.3 months). A similar finding was seen for last year as well.

In terms of outcome, the participants who completed their program were able to fully complete 55% of their goals and partially complete 19% of their goals. These results compare favorably with last year's results. The types of goals that participants achieved included returning to work, returning to school, and increasing functional independence.

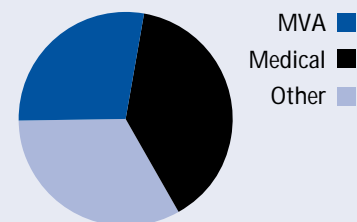
Another important outcome is an increase in the ability to do daily activities, such as perform household chores, remember things, and control one's emotions. Those who completed the program rated themselves as much better able to perform daily activities after completing the program. Those who did not complete the program did not rate themselves as well. The positive change in the ability to do daily activities was greater this year than last year. It is likely that this positive change is a result of our developing a greater focus on skills training and community-based interventions than in the past.

In conclusion, BIRC has been able to maintain or increase its outcomes but there still are challenges. It is clear that participants who complete the program are better off than participants who started the program but did not complete the program. Non-completion of the program was related to substance abuse and psychiatric difficulties. These two problems remain a challenge for us. Another challenge is to decrease the wait time and program time for publicly funded participants and still maintain the quality of the services.



Curtis Stoelting  
Program Manager

### Cause of Brain Injury



## VOLUNTEER VIGOUR!

Over the past fiscal year (April 1, 2000 - March 31, 2001), 110 volunteers contributed over 4800 hours of service to the Centre in all aspects of the program's operations. Volunteers were involved in providing one-to-one support in cognitive remediation, community living, job coaching, public relations, fund raising, and administrative assistance. As well, members of the Board of Directors and its various committees gave over 1400 hours of support to the organization over the past year. We are again indebted to the extraordinarily generous gifts of time and compassion that our volunteers have given to the organization and the individuals in our community who so deeply need and appreciate their support and assistance.

### Service Volunteers 2000 - 2001

<i>1-74 Hours</i>			<i>75-149 Hours</i>	<i>150-499 Hours</i>
Lynn Anderson	Pricilla Gordon	Jennifer May	Edelgard Brown	Elmer Chiu
Jasmine Bagai	Manjula Gupta	Lana McLean	David Burkinshaw	Anita Fofie
Mikki Barich	Zohra Halani	Lisa McPhee	Tim Collins	Lorn Howes
Nina Barile	Lorraine Hemingson	Aleya Mohamed	Carlo Cushia	Donna St. Pierre
Leona Becker	Nancy Hollingshead	Natalie Mohammed	Glenna Fergusson	Margo Wong
Ashly Black	Tony Iracani	Shazma Nathwani	Annelise Gillan	
Marcelle Blomerus	Layla Jillood	Tona Ohama	Monica Heller	
Darcy Burwash	Kayla Joffe	Sharleen Prasad	Richard Kierzek	
Belinda Carless	Kaori Kato	Marci Regambal	Christa Parchoma	
Christine Chang	Pat Kerr	Pat Robbins	Sue Petch	
Lark Chartier	Alana Lammens	Vance Schuerbeke	Sue Rogerson	
Parneet Cheema	Catherine Law	Crystal Sharp	Ted Schubert	
Lori Chipelski	Irene Lee	David Small	Beatrice To	
Janay Coleman	Kim Lewis	Rene Soenen	Jan Winters	
Charlotte D'Mello	Linda Liang	Carolyn Stark		
Andrea Davies	Louise Maisonneuve	Nicole Strashok		
Joanne Demetrick	Jill Marcotte	Maria-Astrid Urrutia		
Mike Dolan	Roxanne Martin	Lucy Vega-Infante		
Suzanne Fernquist	Harold Masonchuck	Jeff Williams		

Also deserving special recognition are the many volunteers who helped the Brain Injury Rehabilitation Centre continue its valuable work through their efforts with a fund raising casino. Special thanks are extended to: Lynne Basso, Gary Bigg, Marlene Bigg, Ken Bond, Ruth Bond, Walter Brock, Bob Campbell, Susanne Cardwell, Aleis Carruthers, Lisa Coutts, John Davis, Cliff Demetrick, Joanne Demetrick, John Donovan, Alvin Effa, Priscilla Gordon, Gerrit Groeneweg, Monica Heller, Isabel Henson, Lynn Hladik, Wayne Hladik, Lorn Howes, Alan Kerr, Deborah Lewis, Rae MacKenzie, Connie Osterman, Sharon Penner, Susan Petch, Mark Podwysocki, Marlene Podwysocki, Marci Regambal, Murray Sowerby, Sylvia

Sowerby, Curtis Stoelting, Lorne Sulsky, Marc Ulmer, Darcie Vaananen.

We would also like to express our thanks to the many students from Mount Royal College and the University of Calgary who, in the process of completing a variety of course and study requirements, provided hundreds of hours of knowledge and support to the Centre.

The year 2001 has been designated by the United Nations as the International Year of Volunteers. Throughout the year, communities across the world will be paying tribute to the many people who make our communities safer, stronger and more vibrant — our volunteers.

Looking at the Brain Injury Rehabilitation Centre makes us realize that we have some of the best volunteers right here, working with us day-to-day and playing an integral part in the successful rehabilitation of each and every participant. The staff, Board and participants of the Brain Injury Rehabilitation Centre would like to take this opportunity to voice a huge THANK YOU SO VERY MUCH!! to all our wonderful volunteers!

Rhonda Rhys-Doering, BSc  
*Coordinator of Volunteers*

## DONORS AND CONTRIBUTORS

We would like to extend our sincere appreciation and thanks to the many individuals, businesses and corporations who made monetary and/or gift-in-kind donations during the year. Without their generous support, we would not have been able to provide the programs and services upon which our participants and their families so deeply rely.

402687 AB LTD., 1886 BUFFALO CAFE, EILEEN AND SHIMON AILON, ALBERTA ENERGY COMPANY LTD, AON REED STENHOUSE, LEILA ARBUTHNOT, ARRES CAPITAL INC., CYNTHIA & RON BABIY, CHARLENE BAKER, EFFIE BIGG, GARY BIGG PROFESSIONAL CORPORATION, BILCAR INVESTMENTS LTD., STEPHEN & CATHERINE BOND, RUTH BOND, SASHA BOUICKO, BOW VALLEY PEE WEE #1 FLAMES, WALTER & KAYE BROCK, CALGARY COMMUNITY LOTTERY BOARD, CALVALLEY PETROLEUM INC., ROBERT G. CAMPBELL, CANADA TRUST, CANADIAN HUNTER EXPLORATION LTD., CANADIAN NATURAL RESOURCES LIMITED, CANADIAN PACIFIC RAILWAY, CANADIAN WEALTH MANAGEMENT, ALIESJE CARRUTHRES, LANE CASEMENT, CONCORD MORTGAGE GROUP LTD., DENIS J. COONEY, COPIOUS INVESTMENTS LTD., NICOLLE D. COTE, ANDREW CROOKS AND DOREEN RICHARDS, FRED & JANET DAWSON, THEO DELEON, J.A. DENNIS, RON DEYHOLOS, DONALD AND GAIL DRAPER, R. W. EDGEcombe, EISLER DESIGN INC., BEVERLEY ELDER, BRAD FATH, DIANE FEDERATION, GENERAL FASTNERS LTD., RON GHITTER PROPERTY CONSULT. LTD., GIBSON RESOURCE CONSULTANTS LTD., ELDON & CARLIE-JEAN GODFREY, MARLENE LOUISE GRAHAM, GERRIT GROENEWEG, CLARA J. HAMILTON, B. HATFIELD AND ROBERT COLES, BRUCE & KATHLEEN HATFIELD, JIM & JOANNE HAWKES, HEDY CANADA, GREG & KAREN HESS, MICHEAL & ALICE HO, HOFFMAN DORCHIK LLP, HOWARD HOLAN, KENNETH HUGHES, CHRIS & MELISSA JACKSON, TOM JACOBSEN, JKB INVESTMENTS LTD., TERRY JOHANSON, J. DONALD & DOROTHY JOHNSON, CATHERINE G.

LANGLOIS PROF. CORP., JEAN & SYLVIA LANGLOIS, AMELIA LI, PETER LIVADITIS, LOCHEND ASSOCIATES LTD., MACLEOD DIXON LLP, MAH & COMPANY CHARTERED ACCOUNTANT, MICHEAL & ILLA MAHER, MANCAL CORPORATION, TERESA MANUEL, MAYFAIR CARE CENTRE, STEWART AND MARY MCCRAE, MEGAN MCMANUS, MERRILL LYNCH, GARRY & NORMA MILTON, MITERRA ENTERPRISES LTD., LINDSAY & GERALDINE MOIR, JOHN M. MOREAU PROFESSIONAL CORP., JANIS N. MORRISON, WILLIAM MULLOY, MURPHY OIL, RACHEL MURRAY, MUTTART FOUNDATION, K.D. AND CHRISTINE NELSON, WILLIAM D. NELSON PROFESSIONAL CORP., NEXEN, INC., JOHN NODWELL, JACQUELINE NOWAK & MURRAY MALLEY, CONNIE OSTERMAN, JOHN & GALE PARDER, KENNETH W. PIERCY, DORA PENNER, SHARON PENNER, MARY & JOHN PENTLAND, SUSAN P. PETCH, MARK & MARLENE PODWYSOCKI, PETER & JACQUELINE POWER, ROBERT AND JOANNE PRATT, PRECISION DRILLING CORPORATION, PHILIP & KATHERINE QUINN, MITCHELL RAVVIN, RENFREW CHRYSLER INC., CLAYTON ROBB, SANDRA & PAUL ROBINSON, JOHN & GAYLE ROOKE, W. RUCK, G. BRENT RUSK, BRIAN SCHMIDT, SERGEI SCURFIELD, DR. VALORIE SELLAND, LAURA LEE AND LARRY SHELLEY, ROBERT W.M. SHEMKO, DR. R.M. SHILLINGTON PROF. CORP., BARBARA SKOCDOPOLE, DEREK A. SMITH PROFESSIONAL CORP., WAYNE SMITH, R & M SOUTHERN, CURTIS STOELTING, DR. LORNE SULSKY, SUNRIDGE NISSAN LTD., GAIL M. SWYSTUN, DON & BETTY TAIT, BETH TAYLOR, GRETA THOMPSON, JUDITH A. THREET, LYNN WALKER, ADRIAN WALSH & LAURA RYAN-WALSH, WALSH WILKINS, JOY A. WHITTAKER, GEORGINA WILKS, CHARMAINE WONG, MORTON H. WYNE INSURANCE AGENCY LTD., TEDDY YEE,



## Statement of Operations and Changes in Net Assets

For the year ended March 31, 2001

	2001	2000
<b>Revenue</b>		
Contract – Calgary Regional Health Authority	474,028	455,800
Donations	20,029	22,922
Fund raising	60,426	–
Wage subsidy	3,266	1,604
Interest, memberships and other	7,965	1,012
	565,714	481,338
<b>Expenditure</b>		
Salaries and benefits	358,101	401,421
Consulting	27,540	35,974
Participant costs	8,807	8,829
Accreditation costs	6,303	6,367
Rent	88,992	61,859
Maintenance, supplies and repairs	1,114	992
Insurance	4,877	4,910
Office	12,915	6,521
Telephone	3,502	4,593
Staff recruitment	401	–
Staff expenses and travel	1,176	2,941
Professional fees	2,676	2,796
Library and subscriptions	2,781	2,253
Publicity and publications	904	1,140
Professional development and conferences	4,320	5,261
Volunteer recognition	2,042	1,861
Capital acquisitions	11,777	–
	538,228	547,718
<b>Excess (Deficiency) of Revenue over Expense for the Year</b>	<b>27,486</b>	<b>(66,380)</b>
Net Assets Beginning of Year	(40,805)	25,575
<b>Net Assets (Deficit) End of Year</b>	<b>(13,319)</b>	<b>(40,805)</b>

Printing compliments of:



**CANADIAN  
PACIFIC  
RAILWAY**