



2012/2013

Annual Report

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# Letter of Transmittal

To: The Honourable Dustin Duncan  
Minister of Health

Dear Minister Duncan:

On behalf of the Regina Qu'Appelle Regional Health Authority, I am pleased to provide you and the people of Saskatchewan with our 2012-2013 annual report. This report contains the audited financial statements and outlines activities and accomplishments of the region for the year ending March 31, 2013.

Our work during the last fiscal year has focused on our contribution to the provincial health care system priorities: Better Health, Better Care, Better Value, and Better Teams. These priorities align our region with our provincial colleagues and demonstrate our commitment to an integrated health system.

Regina Qu'Appelle Health Region, with the Ministry of Health, all Saskatchewan health regions and provincial health agencies, has embraced Lean as the foundation of its improvement work. Lean is a patient-centred approach to health care that engages employees and patients to find ways to improve processes and eliminate waste so that every patient served receives reliable, safe and timely care. Under Lean methodology, strategic planning is called Hoshin Kanri. Hoshin refers to a strategic direction or focus and Kanri, management by policy. In 2012-13, we adopted five hoshins set by the Ministry of Health, and added two of our own.

The Regina Qu'Appelle Health Region has had many successes and challenges during the fiscal year.

A major priority was to *transform the patient experience through Sooner, Safer, Smarter Surgical Care*. We did not reach our projected surgical target for 2013. As of year-end, 2,861 surgical patients in our region had to wait longer than six months for surgery. We did experience an increase in surgical volumes and a reduction in wait times. Our commitment in the coming year is to move aggressively to achieving the three-month target.

Our region began *deploying a Lean Management System including training and infrastructure across the health system with an initial focus on the surgical value stream*. Lean methodology was further integrated into regional operations, with improvement efforts focused on the surgery, medicine and mental health and addictions service lines, with progress being made towards establishing a Lean Management System. Employees, managers and physicians were encouraged to take part in one-day instructional workshops on Lean methodology and tools while 62 senior leaders began the Lean Leader Certification process.

Although we did not meet our target of zero workplace injuries, we did achieve a 12 per cent reduction in injuries in comparison to 2011-12. As part of our *Safety Culture: Focus on Patient and*

*Staff Safety* hoshin, we have updated and enhanced our safety policies, including adoption and integration of a new Safety Management System during 2012-13.

2012 saw formation of the Health Shared Services Saskatchewan (3sHealth) organization. Our region supports 3sHealth and has participated in various shared services initiatives in support of the *Identify and Provide Services Collectively Through a Shared Services* hoshin.

Strides were made to *Strengthen Primary Health Care by Improving Connectivity, Access, and Chronic Disease Management*. Extensive planning with our provincial colleagues for two primary health care innovation sites was done in 2012-13. The projects will progress in the next fiscal year with the opening of the Meadow Primary Health Care Centre in Regina and systems in place for the Rural West area of our region. These innovation sites will improve primary health care access to those living in the central area of Regina where the Meadow Primary Health Care Centre is located as well as to those living in the rural west area of our region.

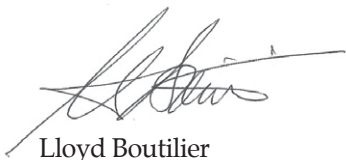
In addition to the five aforementioned hoshins, our region adopted two additional hoshins in 2012-13: *Improve Access and Patient Flow* and *Enhance Mental Health and Addiction Services*. To enhance patient flow, the Surgical Waitlist Inquiry Line was utilized. It has been successful in providing patients waiting for musculoskeletal surgeries with additional treatment options. To enhance mental health and addiction services, a Rapid Process Improvement Workshop was held which has resulted in improved patient care, enhanced communication amongst staff, and inclusion of social workers in an area that was much needed for the Mental Health and Addictions department.

We did not achieve a balanced budget for the 2012/13 fiscal year. We recognize the importance of ensuring the health system is sustainable and are committed to reducing our expenditures to match our revenues by the end of the 2013/14 fiscal year.

We recognize there is more work to do to meet our goals as an organization and our provincial priorities. We believe we have a strong foundation in place to achieve our targets within the five- year outcome timeframe which is aligned with the Ministry of Health and our provincial colleagues.

It should be noted that the successes we have achieved as a region this year were due, in large measure, to the dedication and commitment of the employees of the Regina Qu'Appelle Health Region, physicians and our many partners.

Respectfully submitted,



Lloyd Boutilier

Chairperson

Regina Qu'Appelle Regional Health Authority

# Introduction

The Regina Qu'Appelle Regional Health Authority was created in 2002 with the proclamation of *The Regional Health Services Act*. It is one of 12 regional health authorities in the province. The health authorities receive most of their funding from the Saskatchewan Ministry of Health and provide the majority of health services in the province.

For most purposes, the organization uses the operating name Regina Qu'Appelle Health Region (RQHR) and refers to the governing board as the Regina Qu'Appelle Regional Health Authority.

Each year, the Ministry of Health provides the region with an accountability document that sets out the ministry's expectations for the funding it provides. It contains high-level organizational (governance and directional) expectations and program-specific expectations for the regions. The document is also intended to clarify Saskatchewan Health's organizational, program and service expectations of each region.

The RQHR's strategic plan, which explains the organization's strategic priorities, goals and objectives and the actions required to fulfill its vision and mission, aligns with the ministry's direction.

This Annual Report to the Minister of Health demonstrates the RQHR's progress toward meeting its strategic priorities, highlighting the activities and results for the fiscal year ending March 31, 2013.

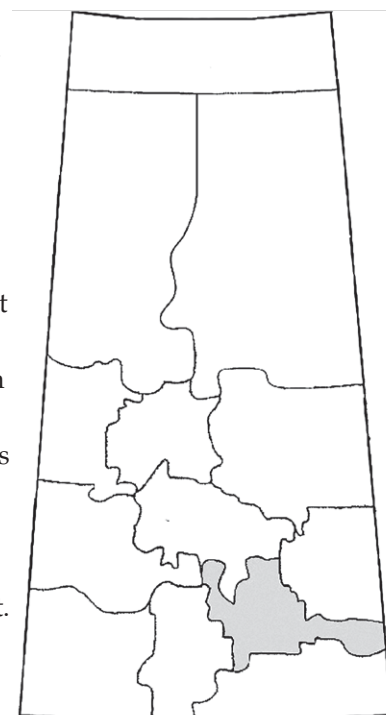
It reports on the public commitments made and on other key accomplishments of the health region.

Results are provided on the publicly committed strategies, actions and performance measures identified in the region's strategic plan.

In addition to detailing the region's performance, this report outlines how the region aligns with the Ministry of Health's strategic and operational directions; includes a compendium of its key partners; provides a report from management endorsing the financial representations; gives a financial overview and audited financial statements; and includes appendices, such as the organizational chart, facilities list and payee list.

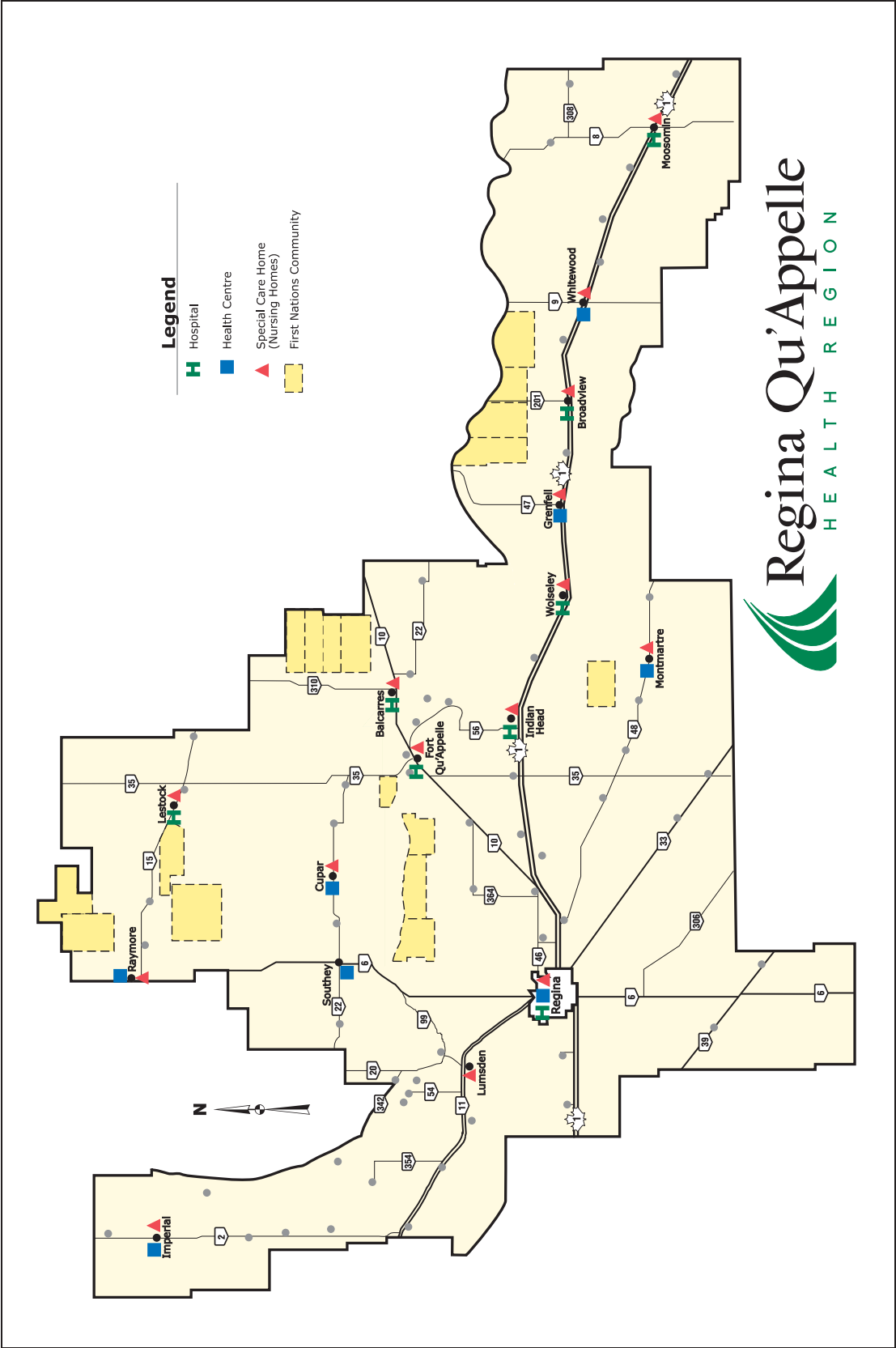
The region is responsible for the preparation of this report and is confident in the reliability of the information provided. The report is completed with the input and oversight of each regional portfolio. Any interpretation of content reflects the best judgment of the reporting unit's leaders. The region selects performance indicators which will help measure its progress towards achieving its strategic priorities. Financial statements are audited by the Office of the Provincial Auditor prior to publication, as required under Canadian Generally Accepted Auditing Standards. The auditor ensures the financial information is adequately reproduced and consistent.

This report provides an opportunity to assess the region's accomplishments, results and lessons learned in 2012-13.



Regina Qu'Appelle Health Region

Regina Qu'Appelle Health Region



Regina Qu'Appelle  
HEALTH REGION

# Accomplishments

Regina Qu'Appelle Health Region's (RQHR's) 2012-13 Annual Report provides an opportunity to showcase some of the many accomplishments achieved by the region and its employees.

The year was marked by high points which saw the launch of new initiatives and programs in support of improving the client experience, as well as recognition of the efforts of staff in improving the community.

These include:

- The Dilawri Simulation Centre, located at the Regina General Hospital (RGH), opened giving both health care providers and students a chance to develop and hone their skills in a safe and realistic environment.  
[see photo #1]
- On June 5, 2012, the province announced its approval in principle of the Plains Surgery and Outpatient Care Centre, an ambulatory care facility to be designed and built in partnership with RQHR, the Hospitals of Regina Foundation (HRF) and the Saskatchewan Cancer Agency.
- The Pasqua Hospital Intensive Care Unit (ICU) ranked first out of 18 ICUs in North America for the nutrition care staff provided to critically ill patients in 2012.  
[see photo #2]
- Magnetic Resonance Imaging (MRI) waits have decreased thanks to the induction of the portable MRI machine, which will be in use until the new community-based MRI service begins. In November 2012, 1,171 patients in the RQHR received MRI scans in comparison with 818 patients who received MRIs in April 2012. The RQHR issued a Request for Proposals in February 2013 for the new community-based MRI service.
- Lean methods have improved the workflow and in turn, the client experience in many departments and facilities within the RQHR. Lean methodology was further integrated into regional operations, with improvement efforts focused on the surgery, medicine and mental health service lines and with progress being made towards establishing a Lean Management System.



Medical students utilizing the Dilawri Simulation Centre for learning experience.

Photo credit: Medical Media Services

Photo #1



Staff of the Pasqua Hospital Intensive Care Unit.

Photo credit: Medical Media Services

Photo #2



# Accomplishments

- The RQHR's social media channels were launched in 2012. The RQHR Facebook page allows for a broader communication level. The RQHR LinkedIn page allows Human Resources to recruit suitable candidates for hard to fill positions. The RQHR also partnered with the City of Regina to create an app button, which allows mobile users to access important contact information, hospital medical clinic, and community health centre locations, as well as information on doctors accepting new patients and flu clinics at the palm of their hand. It is available for download at: [www.rqhealth.ca/inside/mobile/index.shtml](http://www.rqhealth.ca/inside/mobile/index.shtml)
- The first Mental Wellbeing forum was held. Sponsored by the RQHR and other community partners, more than 100 community-based service providers and partners attended the forum to discuss key actions and improvements for providing better service to persons experiencing mental health and addiction issues.
- The Regina General Hospital implemented new lab services software, for positive patient verification at point-of-care. The system uses handheld barcode scanners (PDA) and portable label printers with the new barcoded hospital wristbands. This provides a more efficient, mobile and dependable means of verifying patient identification prior to blood collection. [see photo #3]
- The *We See You* program was named a best practice in the Americas by the International Partnership Network in the category of Partnerships that support health, well-being and learning. *We See You* collects and re-distributes much needed medical equipment, school supplies and more to the most vulnerable communities in developing countries. The RQHR, SaskTel and the University of Saskatchewan's College of Nursing are founding members of the program.
- The Family Medicine Unit (FMU), a teaching unit of the University of Saskatchewan, College of Medicine, moved from Regina General Hospital to 1621 Albert Street. The new space allows FMU to train a growing number of first and second-year family physicians.
- The I CAN! pilot program launched in 2012. The program tackles the growing childhood obesity crisis. The program encourages healthy lifestyle choices for young girls. Seventeen girls enrolled in the pilot program, and the results are still being measured. [see photo #4]



A barcode handheld scanner verifies a hospital wristband.

Photo credit: Medical Media Services

Photo #3



The I CAN! team.

Photo credit: Roseann Nasser

Photo #4



# Accomplishments

- The Wascana Rehabilitation Centre (WRC) Renal Unit grand opening was in September 2012. It currently runs six stations for two runs, six days a week. It has 24 patients that receive dialysis. Many of those patients live at the WRC, which means they don't have to travel to and from the RGH anymore to receive their dialysis. The unit has the ability to increase to three runs in the future, as well as to expand by another five stations in the future. This is the equivalent of accommodating another 42 patients if needed.
- In 2012-13, Lean training began in the RQHR. Approximately 1,330 physicians and staff took part in Kaizen (continuous incremental improvement) Basics instruction. Kaizen Basics provides an overview of the Lean Management System and gives staff the tools to do some improvement projects. Sixty-two senior RQHR leaders began the Lean leader certification process. Certification is an intense process which takes two years to achieve.
- RQHR leaders, physicians and staff took part in dozens of improvement events. These events improve processes and eliminate waste so that every patient served receives reliable, safe and timely care. Through these projects, a total of 5,839 square feet in various facilities has been recovered for a new use and 38,267 feet worth of patient and employee walking has been eliminated. [see photo #5 and #6]
- Members of the senior leadership team, the Patient Flow Department and the Kaizen Promotion Office/ Kaizen Operation Teams, led by consultants John Black and Associates, created value stream maps of the three service lines which are the current focus of Lean improvement work: surgery, medicine and mental health and addictions. Through value stream mapping, the participants built a picture of work and patient flow throughout the service line to get an understanding of how the patient moves through the system. The map helps the team find and eliminate waste and, as a result, improve the health care experiences of our patients.



Many improvement events within the region have eliminated waste.

Photo credit: Kaizen Promotion Office

Photo #5



38,267 feet worth of patient and employee walking has been eliminated due to dozens of improvement events.

Photo credit: Kaizen Promotion Office

Photo #6

# Accomplishments

- Approximately 125 nursing units and departments have established visibility walls. Visibility walls are an essential element of daily management, providing a permanent location for staff to easily view unit and organizational data. About 100 of these units have begun daily or weekly huddles at their visibility walls while the remainder are readying to do so. Huddles bring staff together daily, or weekly, to keep them up to date on the activities of their work area and enable them to raise and address issues as they occur. Family Medicine, the Alternate Level of Care Unit at Pasqua Hospital, and every unit in Rural Restorative and Continuing Care – which includes 16 rural facilities, Wascana Rehabilitation Centre and Regina Pioneer Village – started using daily huddles in 2012.
- A dozen patient participants took part in 11 health region rapid process improvement workshops (RPIWs). Patient participation and feedback in our Lean processes is essential to the success of our continuous improvement work. Through their participation, waste is eliminated and processes improved through their eyes. Those involved have said they appreciated being part of the experience. Said Cindy Dumba, a patient who has participated in several Lean projects including an RPIW, “It’s very gratifying for a patient to be heard, and valued.” [see photo #7]
- The RQHR launched **[www.rqhrlean.com](http://www.rqhrlean.com)**, a website dedicated exclusively to communicating the region’s Lean journey.



Cindy Dumba.  
Photo credit: Medical Media Services

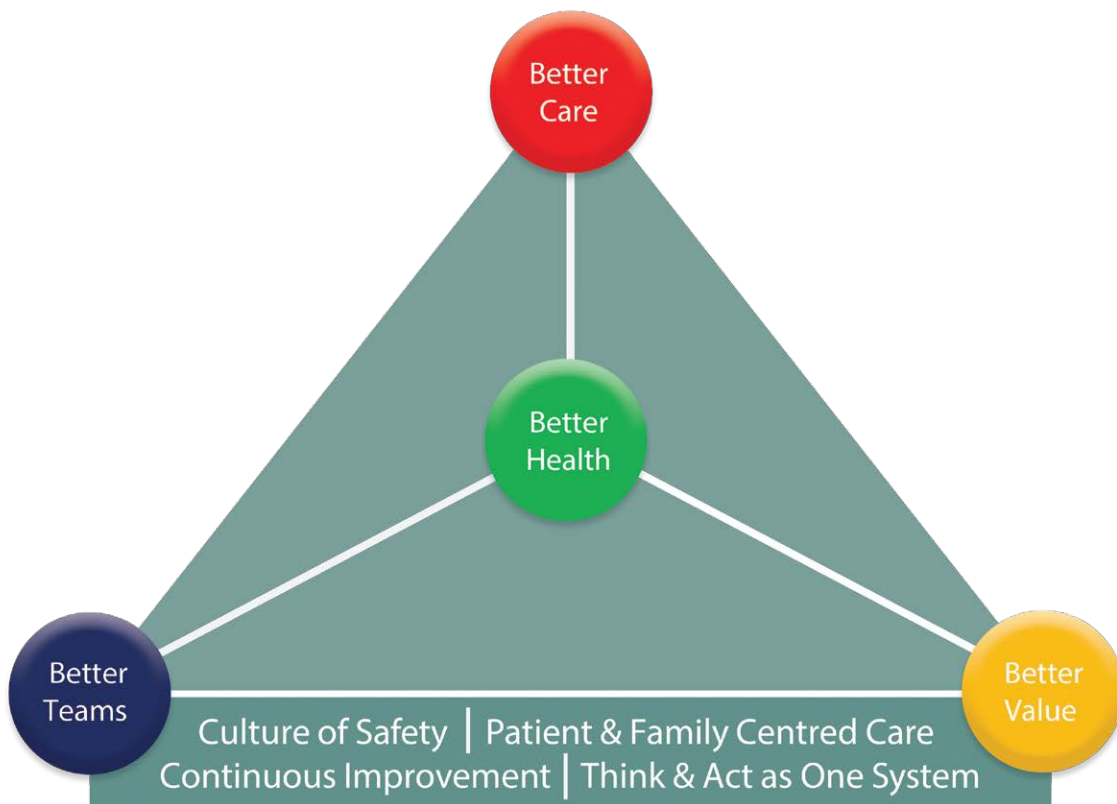
Photo #7

# Working Together Towards The Future

## 2012-2013 Strategic Direction

The Regina Qu'Appelle Health Region's (RQHR's) vision of "healthy people, families and communities" drove our efforts in 2012-2013. RQHR adopted the Hoshin Kanri as our organization's strategic planning process for the first time in 2012/2013. This was undertaken in an effort to tie into the provincial health system. The strategic priorities and goals identified for the year were rooted by a common focus throughout the provincial health system; to make our vision a reality for our patients, our staff and our communities.

During the provincial Hoshin Kanri in November 2011, long-term and short-term priorities emerged. Saskatchewan health system leaders identified Better Health, Better Care, Better Value and Better Teams as the four long-term provincial strategies. In addition, seven breakthrough initiatives were defined to focus efforts during the 2012-2013 year.



# Working Together Towards The Future

In response to the provincial health system's new priorities, the RQHR Board and Senior Management Team held planning sessions in December 2011 to identify key breakthrough projects that would set the stage for the organization in the 2012-2013 fiscal year. Specifically, the organizational leaders focused on ensuring that the projects were aligned with provincial priorities.

During these planning sessions, three additional breakthrough initiatives specific to RQHR were identified, as well as 18 breakthrough projects that would drive the initiatives.





In November 2012, the RQHR officially adopted the "Betters" to align with the province, moving away from previous strategic language of Client Experience, Healthy Communities, Healthy Workplace, and Healthy Business.

## Reporting

For a variety of reasons, there were some instances where the region was not able to put the reporting infrastructure and resources in place to allow for proper measurement and reporting.

As a result, a corrective action plan has been developed for 2013-2014. Some key activities that are taking place include:

- Developing a planning and reporting cycle from 2013 to 2017
- Strategic plan for 2013-2017 in place with corresponding measures
- Yearly business plan for 2013-2014 in place with corresponding measures

Strategies Long Term	Breakthrough (3-5 year Initiatives)	Breakthrough Projects (2012-13 Priorities)
 <b>Client Experience</b>	Transform the Patient Experience through Sooner, Safer, Smarter Surgical Care	<b>1. Clinical Variation Analysis</b> <ul style="list-style-type: none"> <li>Establish individual provider data to allow standardization to best practice</li> </ul> <b>2. Day Surgery Patient Flow</b> <ul style="list-style-type: none"> <li>Optimize day surgery patient flow and experience</li> </ul> <b>3. Pooled Referrals</b> <ul style="list-style-type: none"> <li>Assign new patients to specialists with the next available appointment in select specialties</li> </ul> <b>4. Clinical Pathways</b> <ul style="list-style-type: none"> <li>Accelerate participation in spine, hip and knee, prostate and Urogyne pathways</li> </ul> <b>5. Recruit for Surgical Nursing Program</b> <ul style="list-style-type: none"> <li>Stabilize the surgical nursing workforce in order to meet surgical targets</li> </ul>
	Safety Culture: Focus on Patient and Staff Safety	<b>6. Medication Reconciliation on Transfer/Discharge</b> <ul style="list-style-type: none"> <li>Implement the medication reconciliation process on transfer and discharge</li> </ul> <b>7. Employee Injury Reduction Strategy</b> <ul style="list-style-type: none"> <li>Reduce frequency and severity of staff injuries</li> </ul> <b>8. Attendance Management Support</b> <ul style="list-style-type: none"> <li>Reduce excessive sick time to improve service efficiency</li> </ul>
	Enhance Mental Health and Addictions Services	<b>9. Mission Possible (Mental Health and Addiction)</b> <ul style="list-style-type: none"> <li>Improve access to adult mental health and addiction services</li> </ul>
	Enhance Capacity and Patient Flow	<b>10. Utilization and Demand Management Capacity</b> <ul style="list-style-type: none"> <li>Enhance inpatient capacity and flow</li> </ul>
	Strengthen Patient-Centred Primary Health Care by Improving Connectivity, Access and Chronic Disease Management	<b>11. Primary Health Care Plan – Fort Qu'Appelle and Area</b> <ul style="list-style-type: none"> <li>Establish a primary healthcare model in Fort Qu'Appelle</li> </ul> <b>12. Action Plan for Chronic Disease Prevention and Management</b> <ul style="list-style-type: none"> <li>Focus on disease prevention and improve services for those living with chronic diseases</li> </ul>
 <b>Healthy Communities</b>	Deploy a Continuous Improvement System, including training, infrastructure across the health system with an initial focus on surgical value stream	<b>13. Implementing a Lean Management System</b> <ul style="list-style-type: none"> <li>Adopt the Provincial Health Care Management system</li> </ul>
		<b>14. Staff and Physician Engagement Strategy</b> <ul style="list-style-type: none"> <li>Improve engagement of staff and physicians</li> </ul>
		<b>15. IT Strategy</b> <ul style="list-style-type: none"> <li>Create IT solutions to successfully support breakthrough projects</li> </ul>
		<b>16. A Lean Approach to Building Management Capacity</b> <ul style="list-style-type: none"> <li>Increase capacity of frontline managers to meet expectations of high quality, safe healthcare services</li> </ul>
 <b>Healthy Workplace</b>	Identify and Provide Services Collectively Through a Shared Services Organization	<b>17. South Regions Forum Collaboration</b> <ul style="list-style-type: none"> <li>Collaborate with Cypress, Sun Country, Five Hills and Sunrise Health Regions to accelerate results of selective breakthrough projects</li> </ul>
		<b>18. R3S Regional Shared Services</b> <ul style="list-style-type: none"> <li>Work together with the Saskatchewan Shared Services organization to improve the efficient use of resources</li> </ul>
 <b>Healthy Business</b>		

# Working Together Towards The Future

The region's Vision, Mission, Values, Commitments, and Philosophies set a clear direction for our organization and for those who work within it.

## **Vision**

Healthy people, families and communities.

## **Mission**

We are a provincial and community provider of a full range of quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

## **Values**

Values are the principles of the region. They provide inspiration to the entire Regina Qu'Appelle Health Region (RQHR) team, and guide the actions and decisions of the organization. The RQHR's Values are:

**Compassion:** Our caring approach to people, families and communities.

**Respect:** Honesty, trust and valuing diversity, as well as similarity, will guide all relationships, decisions and actions.

**Collaboration:** Relationships built upon a shared vision, open communication, involvement and genuine recognition for people's and partners' contributions.

**Knowledge:** Continuous improvement and effective decision-making based on the pursuit of knowledge, evidence, standards of practice and sound ethics.

**Stewardship:** Accountability for the people and resources entrusted to us, and the courage to do what is right.

# Working Together Towards The Future

## People Philosophy

*People are our passion.*

By putting people first we are able to achieve our Mission and fulfill our Vision through a service environment built on mutual respect, collaboration and teamwork.

RQHR is working towards practicing our People Philosophy consistently and striving to live our Values in our everyday work life.

## Leadership Philosophy

*Leadership is about choice. Leadership is about people. Leadership is choosing "People are our passion."*

Leadership is a key foundation of a successful organization and is the core of our culture. Everyone in our organization can be a leader. The substance of leadership comes from the leader's values, self-awareness, dedication to ongoing learning, courage, vision ... and the ability to demonstrate with action rather than just words.

Leadership is about people ... working together to envision, and achieve, a preferred future. It is the ability to inspire, nurture, and mentor others toward a common vision through shared values that are based on relationships and respect.

Leadership within the RQHR may be demonstrated in three ways ... personal leadership, team leadership and formal leadership.

## Living Our Values

To be truly meaningful, the RQHR's values must be reflected every day in the behaviours of those who work for and with the region.

The RQHR's "Living Our Values" initiative incorporates the organization's values into the standard of conduct expected of our employees. RQHR has published a booklet – given to every employee – as a tool to help achieve our Vision by enhancing quality experiences for employees and all those who interact with our health care delivery system.





# Working Together Towards The Future

## **Client<sup>1</sup> Service Commitment**

*"We will provide safe, quality, respectful service in a welcoming environment."*

We will achieve our commitment through...

### **A welcoming approach:**

- Be considerate, respectful and courteous at all times.
- Listen to truly understand what is important.

### **Working together:**

- Work in partnership to ensure service is coordinated, communicated and understood.
- Share timely, accurate and relevant information with clients and the service team to make the best decisions regarding service options.

### **Quality service:**

- Provide service in a timely, skilled and safe manner appropriate to client needs.

### **Continuous learning:**

- Invite clients to share their service experience in order to guide our learning and enhance our practice.

## **Patient Safety Commitment**

*Patients First ... Safety Always!*

*"We strive to deliver safe care to all patients, all the time. Our commitment guides us continuously to improve the safety of the care we provide."*

We will achieve our safety commitment through the following successes...

### **Patients...**

- Know they are safe, and trust our services;
- Are fully informed and understand their treatments;
- Fully participate in the care process and make decisions on health care options; and
- Feel they are heard and respected.

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<sup>1</sup> Client may refer to: a) clients, patients, residents and their immediate support systems (those important to them); or b) an internal client within the organization, such as another department.



# Working Together Towards The Future

## **Employees and physicians...**

- Feel confident and supported to engage in conversations on patient safety;
- Freely express safety concerns;
- Champion safety practices across the region; and
- Model safety in their conduct and strive for continuous improvement.

## **In our organization...**

- A safe environment for patients and employees recognizes that communication and teamwork are essential to creating a safety culture across the organization;
- Patient safety is achieved through continuous improvement and a fair and trusting culture;
- Quality and safety are measured and results are transparent and public; and
- A safety policy framework encourages open disclosure of adverse events.

## **Shaping the Future**

Looking forward to the 2013-2014 fiscal year, there is a renewed effort on behalf of the region to align with the provincial health system's short and long-term goals and priorities while addressing RQHR's foundational gaps.

RQHR's four year strategic plan will focus our priorities over the next several years. This plan supports the objectives of the provincial health system, the Ministry of Health's priorities as well as the Saskatchewan Plan for Growth.

We will continue to participate in the annual Hoshin Kanri planning process with the provincial health system. To complete our yearly planning cycle, RQHR will undergo Board, Senior Leadership, departmental and unit level planning which will ensure alignment throughout RQHR and with the provincial health system.

This strategic planning framework will help the region proactively address internal and external threats and opportunities that are occurring with the growing and aging population in Saskatchewan. By doing our part to think and act as one health system, we are contributing to the health system's vision to offer patient and family-focused, stable, safe and sustainable health services.

# Who We Are

## Service Delivery

As a vital partner with the provincial government and the Ministry of Health, the Regina Qu'Appelle Health Region (RQHR) is the major health care referral centre for southern Saskatchewan. While the region has a covered population of 271,503<sup>2</sup>, it serves approximately half a million people as a tertiary health care provider. Approximately 30 per cent of those who receive day surgery or inpatient hospital services live outside of the region's geographic boundaries. The region's population has grown by 3,572 since last fiscal year.

## Services

The RQHR has approximately 7,722 full-time equivalent (FTE) positions, a further 990 affiliate FTEs, and employs 21 of the region's approximately 600 physicians who have practising privileges. These staff and physicians are supported by more than a thousand volunteers, and together they provide health care services throughout the region.

<b>RQHR Staff (full-time equivalents)</b>			
	2010-2011	2011-2012	2012-2013
Management	335.32	351.84	<b>366.18</b>
Nursing	2464.20	2464.20	<b>2610.35</b>
Physicians employed by RQHR	25.84	23.81	<b>21.71</b>
Professional	762.81	791.09	<b>828.25</b>
Support Staff	3220.01	3302.71	<b>3395.66</b>
Technical	480.39	484.43	<b>499.39</b>
Total	7288.57	7472.29	<b>7721.54</b>

<b>Affiliate Staff (full-time equivalents)</b>			
	2010-2011	2011-2012	2012-2013
Management	34.73	34.73	<b>34.73</b>
Nursing	144.16	162.16	<b>163.93</b>
Professional	22.76	24.76	<b>24.76</b>
Support Staff	760.20	760.20	<b>766.52</b>
Total	961.85	981.85	<b>989.94</b>

<sup>2</sup> Ministry of Health Covered Population 2012, <http://population.health.gov.sk.ca/rha4.htm>

# Who We Are

The RQHR offers a comprehensive range of services in the areas of hospital, emergency, rehabilitation, community, mental health, long-term and continuing care, home care, immunization and hospital services. These services are delivered in two tertiary care hospitals and a specialized provincial rehabilitation centre in Regina, six other acute care facilities (located in Balcarres, Moosomin, Indian Head, Wolseley, Broadview and Fort Qu'Appelle), 14 region-owned and nine affiliated long-term care facilities, seven primary health care sites, as well as several public health sites, community health centres, independent physician offices and private residences. For a list of urban, rural and affiliate facilities, please see Appendix B on page 103.

Many of the facilities are owned and operated by the region, but the RQHR also works in partnership with affiliate health care organizations (see page 21). All Nations' Healing Hospital in Fort Qu'Appelle is an affiliate which receives its funding from the region but is owned and operated by the File Hills Qu'Appelle Tribal Council and Touchwood Agency Tribal Council. The hospital provides acute, palliative care, emergency services, and laboratory and radiology services.

<b>Hospital Care Utilization</b>			
	2010-2011	2011-2012	2012-2013
Admissions	34,123	34,549	35,281
Average daily census	642.4	655.6	645.7
Average length of stay (days)	6.9	7.0	6.7
Births/newborn admissions	3,771	3,954	4,087
Emergency visits	106,755	108,900	110,000
Radiology procedures	117,704	116,755	111,065
Ultrasound procedures	30,913	30,560	30,705
Mammography procedures	7,284	6,925	7,728
Interventional procedures	10,853	11,567	11,016
MRI procedures	12,342	13,676	16,372
CT procedures	82,126	80,505	114,312
Nuclear medicine procedures	8,419	8,586	10,378
Bone mineral densitometry procedures	4,849	4,185	4,380

<b>Acute Care Surgery</b>			
	2010-2011	2011-2012	2012-2013
In-patient surgery	10,163	10,665	10,754
Outpatient surgery – operating room	11,520	12,109	12,478

# Who We Are

<b>Laboratory Services</b>			
	2010-2011	2011-2012	2012-2013
Clinical Laboratory - Orders placed	1,080,072	1,089,540	1,111,836
Clinical Laboratory -Tests performed	3,555,054	3,662,535	3,783,155
Surgical Pathology, Hematopathology and Autopsy - Case count	40,701	44,171	45,917
Cytopathology - Case count	72,328	71,053	60,148

<b>Home Care Service Hours</b>			
	2010-2011	2011-2012	2012-2013
Number of units*	317,367	334,791	361,498

\* A unit is an hour of service or one meal served via Meals on Wheels. Service hours include nursing, home services, Meals on Wheels, therapies (physical, occupational and social work), volunteers and community support.

<b>Regina Emergency Medical Services</b>			
	2010-2011	2011-2012	2012-2013
Rural responses	854	745	886
Out-of-region	125	101	101
Inter-facility	3,289	3,264	3,557
Urban responses	13,879	14,222	14,579
No-transport calls	5,451	5,432	5,747
Total calls	23,598	23,764	24,870

Regina EMS was 88.5 per cent compliant in responding to emergency situations in under 8:59 minutes in 2012-13. The national standard for major urban centres is a compliance rate of 90 per cent.

# Who We Are

## Education and Research

The Regina Qu'Appelle Health Region (RQHR) is dedicated to providing education and clinical experiences for a variety of health science academic programs and our region's role as an academic centre continues to grow. Involvement with students provides learners with access to a high quality education, encourages ongoing learning of practitioners and enhances the care provided to clients within the RQHR.

A growing number of medical students (approximately 425 in 2012-13) were either geographically based or completed components of their medical training in the region during the past year. That number will increase to approximately 492 students in the fall of 2013. In addition to the increased number of medical students, a growing number of nursing students and a variety of other health science students also complete rotations or study full-time within the RQHR. This growing academic commitment allows us to advance our regional value of knowledge and allows us to recruit and retain these local graduates as part of our 'better teams' within the RQHR.



Photo credit: Medical Media Services

**The graph below highlights the growing numbers of medical and nursing learners studying within the RQHR, and the anticipated future projection.** (Please note this graph does not include the 150+ other health science learners who study within the RQHR):

Medical Students	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Junior Undergraduate Rotating Student Intern/Clerks	20	29	27	35	40	40
3rd Year		12	30	40	40	40
2nd Year			15	30	40	40
Family Medicine Resident	24	25	29	30	30	30
Geographically-based residents*	7	14	18	31	44	55
Rotating	136	195	225	259	298	300
Total	187	275	344	425	492	505
Nursing Students**		714	719	838	946	1049

\* Geographically Based Residents – includes ER, Obs/Gyne, Psych, Core Surgery, IM, Gen Surg, and Pediatrics.

\*\* Nursing student projections reflect the U of R/SIAS program and do not include the 115 U of S students.

# Who We Are

To facilitate the goals of expanding health science education and of recruiting and retaining local graduates in Regina and southern Saskatchewan, a variety of academic and health delivery partners of Regina and southern Saskatchewan have established a distributed education network in southern Saskatchewan. RQHR serves as the hub of this network.

In June of 2012, the Dilawri Simulation Centre opened at the Regina General Hospital. This innovative training centre provides learners and practitioners with the opportunity to participate in experiential learning, and the ability to rehearse skills that are used in high risk-low occurrence situations. Simulation is a regular part of the medical student's curriculum and provides students with a safe environment to rehearse and practice clinical skills required of them in our practice setting. A variety of health care teams are also 'rehearsing' in the centre and the ability to access the high tech equipment for staff training has been met with positive feedback.

In 2012-2013, 102 new studies were approved by the RQHR Research Ethics Board. Since many studies require more than one year to complete, the region was actively involved in 184 studies during the 2012-2013 fiscal year, representing 28 areas of medical specialty.



Photo credit: Medical Media Services

# Who We Are

## Client Representative Services

The RQHR encourages clients who have concerns to speak with those directly involved in their care, such as their doctor, nurse or other health care professional, or the appropriate supervisor or manager, for quick, beneficial solutions to their concerns.

If clients feel that their concerns are not resolved to their satisfaction, they can contact the region's Client Representative Service. A client representative will listen to the client's concern, ensure that the concern is reviewed with region staff and physicians involved, and will provide the client with a coordinated response.

The region continues to promote the client representative service through brochures available at registration/admission desks, and in all clinical/program areas. The reduction in the number of concerns in this year (2012-13) as compared to last year (2011-12) is due to work that was done to ensure that callers waiting for surgery have first called the Surgery Waitlist Inquiry Line before calling the Client Representative Service. This resulted in a marked decrease in calls. The complexity of the calls however, has increased as reflected in the average time to resolution for 2012-13.

To contact the client representative service, call 1-866-411-7272 outside of Regina and 306-766-3232 for Regina residents. You can also contact them via email at [clientrep@rqhealth.ca](mailto:clientrep@rqhealth.ca).

Concerns Registered with Client Representatives		
	2011-2012	2012-2013
Number of concerns	3,179	2,602
Average time to resolve all concerns (days)	13.1 days	20.8 days
Average time to resolve all non-complex concerns (days)	4.5 days	4.9 days

## Service Access Guide

The RQHR publishes a Health Care Service Access Guide in the Regina City and Regina District SaskTel telephone books. The guide is the "green pages" section, which immediately follows the blue pages of government listings. The guide outlines the institutional and community programs and services provided by the region, as well as important contact information. The RQHR Health Care Service Access Guide, as well as other information about the region, can also be found on the RQHR website at [www.rqhealth.ca](http://www.rqhealth.ca).

The region's website ([www.rqhealth.ca](http://www.rqhealth.ca)) provides detailed information on the services offered.



# Who We Are

## Key Partners

The Regina Qu'Appelle Health Region works closely with a number of affiliated agencies and other health care organizations in providing services and programs to residents of the RQHR and the province.

An affiliate, as defined by *The Regional Health Services Act*, is an operator (other than the region) of a hospital or a not-for-profit special care home. A health care organization, as defined by the *Act*, (see page 28) is an affiliate, or an organization prescribed in regulation, that receives funding from a regional health authority to provide a health service.

## Regina Qu'Appelle Health Region Contracted Private Facilities

Name of Private Facility	Service Provided	Relationship and Accountability to RQHR
Radiology Associates of Regina Medical PC Incorporated	CT scanner	Contracted to provide CT scanning exams for RQHR outpatients
Aspen Medical Surgery Inc.	Day Surgery (orthopedic and general surgery procedures)	Contractual agreement outlining obligations and service provision. Operator governed by the <i>Canada Health Act</i> , <i>The Health Facilities Licensing Act (Saskatchewan)</i> and <i>The Regional Health Services Act (Saskatchewan)</i> . Numerous reporting requirements including weekly procedure reports and utilization; monthly complications reports; quarterly patient satisfaction reports; semi-annual volume of insured services; annual financial reports.
Regina Surgical Centre	Day Surgery (orthopedic, ear, nose and throat surgeries, dental procedures, plastic surgeries and cataracts)	Contractual agreement outlining obligations and service provision. Operator governed by the <i>Canada Health Act</i> , <i>The Health Facilities Licensing Act (Saskatchewan)</i> and <i>The Regional Health Services Act (Saskatchewan)</i> . Numerous reporting requirements including weekly procedure reports and utilization; monthly complications reports; quarterly patient satisfaction reports; semi-annual volume of insured services; annual financial reports.
Gamma-Dynacare Medical Laboratories	Specimen Collection, Transport and Report Distribution	<p>Relationship:</p> <p>To operate Patient Service Centres (PSC) to provide community laboratory services of the following type:</p> <ul style="list-style-type: none"> <li>• Leasing, operating, and maintaining required numbers and locations of PSC</li> <li>• Providing on-site phlebotomy, accessioning, and specimen preparation services</li> <li>• Mobile phlebotomy services</li> <li>• Transportation services for specimens, reports, blood products, other supplies, etc. between specified locations</li> <li>• Report distribution</li> </ul> <p>Accountability:</p> <p>To provide the Services to the RQHR in accordance with and subject to the terms and conditions contained in the Agreement; and, in relation to the provision of Services to work in a collaborative way towards achieving the goal of health improvement in the Health Region and its referral areas.</p>

# Who We Are

## Regina Qu'Appelle Health Region Affiliates

Name of Affiliate	Service Provided	Relationship and Accountability to RQHR
All Nations' Healing Hospital	HIV Strategy: outreach to HIV positive and at-risk rural community members and families; provision of education, assistance with case management and social issues, referrals, prevention resources, assistance with integration of services and client access to medical care and treatment.	Contractual outlining obligations and responsibilities. Operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement.
Raymore Community Health & Social Centre	Health centre with visiting Nurse Practitioner and other health care professionals (e.g. foot care clinic, blood pressure clinic, etc.).	Affiliate with an affiliation agreement. Quarterly and annual financial and statistical reporting.
Extendicare (Canada) Inc. (Elmview, Parkside, Sunset)	<u>Parkside</u> Heavy care long term care, Transition Unit. <u>Elmview</u> Heavy care long term care, Quick Response Unit. <u>Sunset</u> Heavy care long term care, young adult programming.	Parkside, Elmview and Sunset are Affiliates with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Cupar & District Nursing Home	Heavy care long term care, small Adult Day Support Program integrated in the activities program.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Lumsden & District Heritage Home	Heavy care long term care, small Adult Day Support Program integrated in the activities program.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Santa Maria Senior Citizens Home Inc.	Heavy care long term care, specialized dementia unit, respite care.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Regina Lutheran Housing Corp.	Heavy care and light care long term care, day and evening Adult Day Support Program.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Salvation Army William Booth Special Care Home	Heavy care long term care, convalescent care, palliative hospice, large Adult Day Support Program, respite care.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
The Qu'Appelle Diocesan Housing Company	Institutional light long term care for a very frail population who meet special criteria, small assisted living program for residents in housing.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.

# Who We Are

Other contracted organizations assist the RQHR in achieving its goals. The community-based organizations and third parties that received funding through the region in 2012-13 are listed below.

## Community-based organizations and third party partners

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Canadian Red Cross	To provide and manage the Red Cross Veterans' Arts & Craft program at the Wascana Rehabilitation Centre.	Contractual agreement outlining obligations. Quarterly reporting, with annual summary report.
Mutchmor Lodge	Subsidy for care of transferred level 2 patients.	Contracted service and monthly statements confirming names of residents who continue to reside there, from the Hostel, and who have moved to other care services (subsidy then cancelled for these people).
North Central Community Association Inc.	Assist in the provision of resources and care to community clients by increased access to health related services.	Contractual agreement outlining obligations and responsibilities; monthly statistical reports regarding nursing activity; annual financial report.
Planned Parenthood Regina	<p>a. Youth focused sexual health service including counseling, medical service, education and advocacy.</p> <p>b. HIV strategy: funding for YEAH Peer Harm Reduction project to establish a peer group for at-risk and vulnerable youth to provide education, counseling, client-centered care and support.</p>	<p>a. Contractual agreement; quarterly income/expense and monthly program statistics; annual report including audited financial statement.</p> <p>b. Contractual agreement ending early this fiscal year. We continue to support educational capacity and resources to implement routine HIV testing.</p>
AIDS Program South Saskatchewan	<p>a. Provision of supplies required to provide Needle Exchange/Harm Reduction programming to meet protocol and standards of practice of RQHR Program. Includes provision of staff training, immunization, consultation and guidance by RQHR personnel.</p> <p>b. HIV Strategy: expansion of Needle Exchange/Harm Reduction Program (Sat) and AT RISK group and Circle of Courage women's group; services to increase availability support programming for at-risk and HIV positive clients/community members.</p>	<p>a. Contractual agreement; maintenance of daily and monthly needle exchange statistics reported on a monthly basis.</p> <p>b. Contractual agreement outlining obligations and responsibilities; operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement.</p>
All Nations Hope AIDS Network	HIV Strategy: outreach to HIV positive and at-risk community members and families; provision of education, assistance with case management and social issues, referrals, prevention resources, assistance with integration of services and client access to Elders, medical care and treatment.	Contractual agreement outlining obligations and responsibilities; operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement.

# Who We Are

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Carmichael Outreach	HIV Strategy: housing support and assistance for those living with HIV and at-risk for HIV who are experiencing housing challenges, are vulnerably housed and/or homeless.	Contractual outlining obligations and responsibilities. Operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement.
Street Workers Advocacy Project	<p>a. HIV Strategy: Outreach to HIV positive and at-risk community members and families; provision of education, assistance with case management and social issues, referrals, prevention resources, assistance with integration of services and client access to medical care and treatment.</p> <p>b. HIV Strategy: HIV Peer Mentorship program providing peer support and role modeling; engaging at-risk and HIV positive clients and community members.</p>	<p>a. Contractual agreement outlining obligations and responsibilities. Operational plan and annual budget; quarterly revenue/expenditure and statistical/program reports; annual report and audited annual financial statement.</p> <p>b. Contractual agreement outlining obligations and responsibilities; quarterly review and semi-annual and year end work plan reports.</p>
Regina Palliative Care Inc.	Provide bereavement services through the Greystone Bereavement Centre in addition to provincial outreach and training. Support the RQHR Palliative Care Services through donations for equipment and educational opportunities.	Memorandum of understanding between RQHR and RPCI for one-time funding to develop and delivery bereavement services.
Cosmopolitan Learning Centre Inc.	Provide a variety of life skills training, employment opportunities as well as recreational and social activities for adults with intellectual and accompanying physical disabilities.	Grant agreement renewed annually which outlines responsibilities and obligations. Monthly activity report submitted.
Leading Thunderbird Lodge Inc.	Management of funds for capital improvements.	Provide funding to LTL upon confirmation from Ministry of Health that the services have been received.
Mental Health Assoc./ Regina Branch Inc.	Provide funding for 7.5 full time employees (FTE) to provide supported socialization and vocational programming to persons with severe and persistent mental illness.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Mobile Crisis Services, Inc.	Provide after-hours mental health crisis response.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Phoenix Residential Society	Provide programming and housing to persons with severe and persistent mental illness. Provide support to persons living in the community who have severe and persistent mental illness, and to those at risk of eviction.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.

# Who We Are

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Ehrlö Community Services	Provide respite services to parents/guardians of children with mental health disorders and to help improve child behaviour. Provide Residential support to adults with Aspergers Disorder.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements. Outcomes specified in agreement.
Salvation Army Waterston Centre	Provide daily practical residential support to persons with severe and persistent mental illness.	Contractual agreement. Monthly statistics, quarterly financial reports, and year-end financial reporting.
Rainbow Youth Centre Inc.	Provide community-based support, counseling, and intervention services to hard to reach inner city youth (ages 11-19) who live a street lifestyle or are at risk and lack services and resources.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Regina Community Clinic	Provide community-based support, counseling, and intervention services to hard to reach youth and adults with FASD or suspected of having FASD.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Regina Recovery Homes Inc.	Provides a 23 bed, 30 day inpatient addiction treatment program located at Pine Lodge in Indian Head.	Contractual agreement outlining obligations. Annual reporting period. Jointly run admissions committee.
Student Energy in Action for Regina Community Health Inc.	Student-run organization. Provides limited after-hours primary health care to residents of Regina's North Central neighbourhood.	Grant agreement; semi-annual financial and activity reports.
City of Regina Transit Department	Paratransit use for Adult Day Support Programs.	Small operating grant in recognition of the significant Paratransit use for Adult Day Support Programs.
Lumsden and Craven Seniors' Program Inc.	Assisted living in seniors' housing including a meal program.	Community-based grant agreement.
Milestone Assisted Living Advisory Board	Assisted living in seniors' housing.	Community-based grant agreement.
Salvation Army Waterston Centre	Supportive residential program.	Community-based grant agreement.
Autism Resource Centre	Provide Home/community-based individualized programs and advice regarding treatment services for adults with autism. Provide summer programming to children with autism.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Cypress Health Region	Support enhanced service of individuals with Autism Spectrum Disorder (ASD).	Letter of understanding outlining obligations. Annual report required.
Five Hills Health Region	Support enhanced service of individuals with ASD.	Letter of understanding outlining obligations. Annual report required.
Ehrlö Community Services	Provide children and youth diagnosed with ASD a variety of rich experiences through sport, social connections and creativity.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.

# Who We Are

<b>Organization Contracted</b>	<b>Service Provided</b>	<b>Relationship and Accountability to RQHR</b>
Sun Country Health Region	Support enhanced service of individuals with Autism Spectrum Disorder.	Letter of understanding outlining obligations. Annual report required.
Sunrise Health Region	To support enhanced service of individuals with Autism Spectrum Disorder.	Letter of understanding outlining obligations. Annual report required.
Aboriginal Family Service Centre	Provide early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Rainbow Youth Centre Inc.	Provide early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Regina Early Learning Centre	Provide early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Regina Open Door Society	Provide early Learning/Child Care and Family Support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
First Years Child Care	Provide early learning/child care and family support services to families with vulnerable children.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Stepping Stones Child Care Cooperative	Provide early learning/child care and family support services to families with vulnerable children.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Hope's Home Incorporated	Licensed integrated day care & respite program for children with complex medical needs and children from the community.	Grant agreement renewed annually with RQHR (Home Care & Rehab) which outlines responsibilities, obligations and evaluation.
Cupar Lions Volunteer Ambulance	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Hutch Ambulance Moosomin Inc.	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Imperial & District Volunteer Ambulance	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
JT Ambulance Service Inc.	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Prairie Ambulance Care Ltd. (Balcarres)	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Rural Medical First Responder Teams (31 Teams)	Provide rural medical first response.	Mutual Aid Agreement. Patient Care Report Forms Audited.
Strasbourg EMS – Money routed through Saskatoon Health Region	Provide basic and/or advanced life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Soo Line Ambulance Assoc.	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
615672 Saskatchewan Ltd. o/a Touchwood EMS	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.
Valley Ambulance Care Ltd. (Fort Qu'Appelle)	Provide basic life support and transport.	Contractual agreement outlining obligations. Annual financial report.

# Who We Are

## Emerging Health Issues

The Regina Qu'Appelle Health Region (RQHR) is committed to addressing emerging public health issues and will continue to deal with common risk factors associated with infections and chronic diseases among our residents.

- There is a significant challenge for primary health care teams, and primary care providers, in supporting provincial goals related to waits in the emergency department, and surgical wait lists. The region continues to work toward improving the surgical wait time through the Saskatchewan Surgical Initiative.
- There is an aging population in the region with increasingly complex health needs, including growing chronic disease management requirements.
- Falls and diabetes are also ongoing issues which continue to grow. The RQHR expects the number of people who experience falls to increase as baby boomers age and live longer than previous generations. The region has implemented a falls prevention strategy to deal with the issue.
- During 2012, the RQHR completed the Aboriginal Track National pilot study in Regina. This study included over 1,000 Aboriginal adult participants and looked at demographics, risk behaviours and the presence of HIV in the participants. The study found that 5 per cent of the participants were positive for HIV, and that up to 46 per cent were unaware of this. Injection drug use was the most significant risk factor for being HIV positive. The findings confirm the RQHR efforts to engage in strategies to improve testing for HIV at all appropriate opportunities where individuals interact with the health care system. Much of the strategy efforts in this regard will roll-out during 2013.

To learn more about the health of RQHR residents, please see the region's website at [www.rqhealth.ca](http://www.rqhealth.ca) and go to the *Health Status Report*, under the RQHR Publications tab.



# Who We Are

## Governance

### The Regina Qu'Appelle Regional Health Authority

*The Regional Health Services Act* establishes the Regina Qu'Appelle Regional Health Authority (RQRHA) as the governing body of the Regina Qu'Appelle Health Region (RQHR). According to the Act, there are to be not more than 12 members serving on the RQRHA, appointed by the Lieutenant Governor in Council. Each member holds office for a term of not more than three years and thereafter until the member is reappointed or a successor is appointed. The RQRHA has responsibility for ensuring all health care programs are effectively and efficiently planned, delivered, monitored and evaluated on behalf of the residents of the RQHR. All authority members are residents of the Regina Qu'Appelle Health Region.

The following RQRHA members, whose appointments were made by Health Minister Don McMorris on May 22, 2012, were authority members at the end of the fiscal year 2012-13:

Lloyd Boutilier – Regina (Chairperson)	Jocelyne Lang – Regina
Brian Barber – Regina Beach (Vice Chairperson)	Sean Quinlan – Regina
Colleen Bryant – Regina	Gary Semenchuck – Regina
Jacqueline Carter – Fort Qu'Appelle	Pat Sparvier – Cowessess First Nation
Marie Everett – Moosomin	Peter Woidyla – Indian Head
Linda Jijian – Regina	

*The Regional Health Services Act* defines the roles and responsibilities of the Minister of Health and the regional health authority. The minister and the regional health authorities work in conjunction to ensure coordinated province-wide planning for the health system.

The RQRHA is responsible for the planning, organization, delivery and evaluation of the health services it provides within its region or any other area directed by the minister. Specifically, the regional health authority is responsible for:

- Strategic planning;
- Fiscal management and reporting;
- Building and maintaining key relationships with stakeholders;
- Quality management initiatives;
- Monitoring, evaluating and reporting of performance indicators; and
- Monitoring the management and performance of the authority and the chief executive officer.

Last fall at a Strategic Planning Session, the RQRHA decided to develop a new structure in order to more efficiently focus on important issues.

# Who We Are

Committees were developed within the RQRHA which focus on specific goals related to the quality, safety and performance within the health care system. The three committees are focused on the following issues:

- Quality and Safety
- Audit and Finance
- Governance, Performance and People.

Through these committees, the RQRHA focuses on key priorities. One of the provincial goals is to provide, Sooner, Safer, Smarter health care. For the quality and safety committee, this encompasses a focus on wait lists within the region, safety issues both for staff and patients, and also the quality of health care provided throughout the RQHR.

The Audit and Finance Committee focuses on opportunities to manage the health region's resources within its annual budget allocation.

Through its Governance, Performance and People Committee, the RQRHA examines region-wide policies to ensure open access within the RQHR so that employees can feel safe in bringing issues forward.

In addition to the new structure, the RQRHA believes that public engagement will also help to provide direction for enhancing the delivery of health care in southern Saskatchewan.

One of the goals of the board from day one has been to have input from the various communities that it serves which is done through community consultations. The process is to have the board and management together, answering questions put forward by the public, and to respond in future to questions we may not have answers to at the meeting. We get back to them with a report and follow up. This keeps citizens within the region as involved and as up-to-date as possible.

To support the authority in fulfilling its responsibilities, authority members participate in a variety of other meetings, education sessions, activities including, but not limited to, the RQRHA community consultations, strategic planning sessions, governance training, volunteer appreciation events, employee and physician long service and retirement functions, 3sHealth board of directors, the Practitioner Liaison Council, the Moosomin & District Health Foundation, as well as numerous events sponsored by the Ministry of Health.

Board members report to their colleagues at regular monthly meetings regarding their participation in these activities and committees. Authority members must travel extensively to attend meetings, which are held throughout the region. In 2012-13, of the eight authority meetings, three were held outside of Regina.

# Region Overview

While Community consultations served as a major instrument for community feedback, the authority also meets with municipal councils, other community leaders from across the region, as well as other health regions across the province to discuss health care concerns and issues.

## Transparency

Being transparent and trustworthy is an integral part of being accountable. To support transparency, RQRHA:

- Holds authority business meetings in public in Regina and throughout the region;
- Publicizes authority meetings in advance on the region's website ([www.rqhealth.ca](http://www.rqhealth.ca)), in The Regina Leader-Post and in community newspapers. Meeting advisories are sent to all regional media.
- Posts meeting agendas, minutes and contact information for authority members on the region's website.
- Regularly publishes activities of the authority in the health region's internal and external publications.
- Meets regularly with community leaders for input.
- Makes payee lists public. The two lists show the total payments made to employees through payroll and to vendors through accounts payable.

# Region Overview

## **Administration**

The RQHR is administered by the Senior Leadership Team. The team welcomed Keith Dewar to the position of President and Chief Executive Officer on November 1, 2012.

The team, as of March 31, 2013, is made up of:

Keith Dewar

*President and Chief Executive Officer*

Dr. Joy Dobson

*Senior Medical Officer and Vice President Medical Services*

Karen Earnshaw

*Vice President (Acting), Rural, Restorative and Continuing Care*

Mike Higgins

*Vice President, Human Resources & Communications*

Val Hunko

*Vice President (Acting), Specialty Care*

Carol Klassen

*Vice President, Knowledge and Technology Services*

Susan Neville

*Vice President, Clinical Support*

Michael Redenbach

*Vice President, Primary Health Care*

Marlene Smadu

*Vice President, Quality & Transformation*

Randy Stephanson

*Interim Vice President and Chief Financial Officer*

# Region Overview

## **Practitioner Advisory Committee**

The Practitioner Advisory Committee is responsible for assisting the Senior Leadership Team in the organization, management and functioning of practitioner staff; the development of rules, regulations and policies; and in making recommendations to the chief executive officer; the Senior Leadership Team and the regional health authority in accordance with medical staff bylaws.

Committee members, as of March 31, 2013 are:

Dr. G. White, Chairperson, Associate Dean, College of Medicine  
Dr. E. Alport, Head, Department of Laboratory Medicine  
Dr. L. Blignaut, Head, Department of Family Medicine  
Dr. T. Diener, Medical Health Officer  
Dr. J. Dobson, Senior Medical Officer  
Dr. S. Karunakaran, Vice President, Regional Medical Association  
Dr. D. McCutcheon, Vice President Medical Services  
Dr. M. Moolla, Representative, Regional Medical Association  
Dr. T. Ross, President, Regional Medical Association  
Dr. M. Salim, Head, Department of Cancer Services

## **The Regional Medical Association**

The Regional Medical Association serves as an extension of the Saskatchewan Medical Association, representing physicians and their interests at a regional level.

Committee members, as of March 31, 2013 are:

Dr. Terrance Ross (President)  
Dr. Siva Karunakaran (Vice President)  
Dr. David Kopriva (Past President and Treasurer)  
Dr. Mark Cherry  
Dr. Etienne Crouse  
Dr. Neil Kapoor  
Dr. Mohammed Moolla

# Progress in 2012-13

The Regina Qu'Appelle Health Region's (RQHR's) 2010-13 Strategic Plan outlines the region's goals, objectives and priorities as well as the actions that need to be taken to ensure the RQHR fulfills its Vision and Mission.

The RQHR has four strategic priorities:

- Better Health
- Better Care
- Better Value
- Better Teams

These priorities align with the Saskatchewan Ministry of Health's strategic priorities.

There were five provincial hoshins during 2012-13:

- Transform the Patient Experience through Sooner, Safer, Smarter Surgical Care
- Strengthen Patient-centred Primary Care by Improving Connectivity, Access and Chronic Disease Management
- Deploy a Lean Management System including training, infrastructure across the health system with an initial focus on the surgical value stream
- Safety Culture: Focus on Patient and Staff Safety
- Identify and Provide Services Collectively Through a Shared Services Organization

RQHR also adopted two additional hoshins:

- Enhance Mental Health and Addiction Services
- Enhance capacity and patient flow

Under the strategic priorities and hoshins, there are five-year outcomes and improvement targets.

Key activities carried out in the RQHR in 2012-13 supported the province-wide goal of creating a responsive, efficient patient-centred health system. Providing patient and family-centred care, fulfilling the provisions of the Saskatchewan Surgical Initiative, the Lean initiative and implementing new models for the delivery of primary health care are key components of that goal.

*Progress in 2012-13* reports on the hoshins and five-year outcomes and improvement targets (key activities) carried out in the RQHR in the 2012-13 fiscal year. The region has taken strides towards reaching its goals, but there is still work to be done to achieve the five-year targets and outcomes projected for 2017.

In an effort to show how resources are used, the RQHR continues to work towards linking the financial and non-financial performance information.

Successes achieved and challenges faced are both presented in *Progress in 2012-13* which follows.

As a means of ensuring transparency and accountability, and to enable the public in understanding our targets and initiatives, performance progress is posted throughout the year on RQHR's Internet site at [www.rqhealth.ca](http://www.rqhealth.ca).

# Progress in 2012-13

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# Progress in 2012-13: Primary Care

## Home by Christmas

Jesse Albanez, Manager of unit 2-6 at the Wascana Rehabilitation Centre, and the centre's team know that for patients, a healthy mind is a healthy body.

"Some people used to run marathons and live very active lifestyles: suddenly they find themselves in a wheelchair. It's pretty devastating for them, and a huge life change. So in order for us to bring meaning back into their lives, we get them to be involved in their care. It means re-learning how to do some things, but in a different way. It's a huge collaboration.

A patient came onto the unit who was in a coma for three months. He was at home with a tracheal tube already, and was being supported by home care. One day he had issues breathing, causing him to collapse. He was rushed to the hospital, and from there he was in a coma at the Intensive Care Unit for three months. After that he woke up in unit 6F at the General, with a long-term ventilator. He was ventilator dependant when he arrived at unit 2-6 at the Wascana Rehabilitation Centre.

We first began by supporting his nutrition, taking him from a gastric tube to being able to eat orally. He was determined that he would succeed with any task we worked on as a team. Respiratory therapists and the nursing staff helped with developing his control of self-care.

He told us he had a goal: to be home in time to spend Christmas with his family.

We started collaborating with a physiotherapist and occupational therapist to increase his strength so he could go from laying down to sitting. With much hard work and dedication, he progressed from using the parallel bars up to using a walker. At one point what restricted him from mobilizing to a farther distance was the ventilator. That's the time when we identified: we have gone this far, let's see what we could do further for him to be able to meet his goal of being home for Christmas.

We began working together with unit 6F in order to get him off of a ventilator. We taught him to use the mirror to see where he was suctioning when using the ventilator so he could self-manage his breathing. He had moments where he felt anxious if he couldn't get it right the first time. But we reinforced, 'you know what, this is expected, this is a process and a very big learning curve.'

The family was very engaged, just like everyone else on his care team. We were able to discharge him in November. With determination and team work, he was able to return home to his family before Christmas. It was a huge accomplishment.

We were successful due to collaboration; our health care teams working together, but mostly from the patient's determination which came from within.

A healthy mind is a healthy body, and we as health care practitioners need to fulfil that need and let patients know that we are here to help them achieve goals which bring meaning into their life."



Jesse Albanez, Manager of unit 2-6 at the Wascana Rehabilitation Centre.

# Progress in 2012-13: Our Primary Care

## **Strategy:**

Better Health – Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

## **Five-year Outcome:**

- *By 2017, there will be a 50 per cent improvement in number of people surveyed who say, "I can see my primary health care team on my day of choice."*

## **Hoshin:**

Strengthen Patient-centred Primary Health Care by Improving Connectivity, Access and Chronic Disease Management.

## **Measurement Results:**

Two primary health care Innovation Sites: Meadow Primary Health Care Centre and an initiative in the rural west area of RQHR will provide those in our region, who have experienced gaps in access to primary health care services with access. The Meadow Primary Health Care Centre in Regina, which will open in July 2013, will provide those living in Regina's inner city with access to a primary health care team. Meadow will also enhance the visiting services currently being provided by a Nurse Practitioner in the communities of Regina Beach, Southey and Cupar.

Another key priority for these teams will be to provide better quality of care for those living with chronic conditions.

Connecting residents to these two Primary Health Care teams will also reduce the use of local Emergency Departments to address every day health care needs.

# Progress in 2012-13: Our Primary Care

## **Strategy:**

Better Health – Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

## **Five-year Improvement Target:**

- By 2017, 75 per cent of patients with chronic disease report an increase in confidence to self-manage their disease.
- By 2017, 80 per cent of patients are receiving care consistent with provincial standards for the five most common chronic conditions.

## **Hoshin:**

Strengthen Patient-centred Primary Health Care by Improving Connectivity, Access and Chronic Disease Management.

## **Measurement Results:**

In our region, our six highest impact chronic diseases are: Chronic Obstructive Pulmonary Disease (COPD), Congestive Heart Failure, Diabetes, Depression, Asthma and Coronary Artery Disease. Our region provides a variety of programs and services to support RQHR residents to manage their chronic conditions.

Our region has many chronic disease management programs. The main goal of our chronic disease management rehabilitation programs is to help patients in their ability to self-manage their disease.

Respiratory Services in the Regina Qu'Appelle Health Region are provided in all acute care units in the Regina General and Pasqua hospitals, at the Wascana Rehabilitation Centre, the Pulmonary Function Laboratories, in the Sleep Disorder Centre, and in the COPD Rehab Program in Regina. Our region also has a Community Respiratory Outreach Program (CROP).

The COPD Rehabilitation Program offers support, supervised exercise training, and education about COPD to people suffering from COPD.

In Regina, our COPD rehabilitation program relocated to the Golden Mile Mall in 2013.

We have continued our COPD program in Indian Head that began as a pilot in 2011 in an effort to meet our patients needs.

The North Central COPD working group includes a wide range of internal and external stakeholders who are working to improve the care of people with COPD who live in Regina's North Central neighbourhood. The goal is to improve care and support services in the community to prevent hospital and emergency room visits for COPD.

## Progress in 2012-13: Our Primary Care

The region's LiveWell With Chronic Conditions program is a peer-led program which assists people with all chronic conditions to learn to better cope with their condition. The program has exceeded its targets for confident patient feedback.

The program records success on a self-rating scale of one to five. The rating of one being not confident in ability to self-manage their own condition, and five totally confident in their ability to self-manage their condition.

The program's target was that 80 per cent of patients will score four/five in their confidence in their ability to self-manage their condition.

In January – March 2013, 81 per cent of the program's participants rated four/five in terms of confidence in their ability to self-manage their condition.

The program saw 195 participants from April 1, 2012 – March 31, 2013.

To support those living in with diabetes, our region has The Metabolic and Diabetes Education Centre (MEDEC) in Regina, which provides diabetes education, care and support to adults, youth and children with pre-diabetes, diabetes or gestational diabetes (GDM). We also have a Chronic Conditions Nurse Educator in Regina's North Central neighborhood. The nurse provides nursing services and education to people with pre-diabetes, diabetes and/or other chronic conditions.

We also have a Rural Diabetes Education Program at multiple rural sites, which offers education to adults with pre-diabetes, type 2 diabetes, or gestational diabetes (GDM).

Our Cardiac Rehabilitation Program provides an outpatient program of education and exercise for individuals and their families who are learning to live with heart disease. Six education classes are offered through the RQHR on a monthly basis (except July) at various locations in Regina. The classes are free and held Tuesday and Thursday mornings from 10:00 - 11:30. The classes are taught by registered nurses, social workers, dietitians, pharmacists and exercise therapists. Medically supervised exercise is offered at the Dr. Paul Schwann Centre, U of R. There is a fee to attend this program.

### **What are we doing?**

Our two primary health care initiatives: Meadow Primary Health Care Centre in Regina, which will open in July 2013, and the initiative in the Rural West area of our region will emphasize supporting those living with chronic disease in the services they provide.

Our region has through 2012-13, and is currently working with regional inter-sectorial committees – groups that bring together municipal representatives, school divisions, a variety of government ministries to look at all the underlying social determinates of health that influence people's general health status.

# Progress in 2012-13: Our Primary Care

## **Strategy:**

Better Health – Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

## **Five-year Improvement Target:**

- By March 2017, there will be a 50 per cent reduction in the incidence of communicable disease (TB, HIV, STIs & MRSA).

## **Hoshin:**

Strengthen Patient-centred Primary Health Care by Improving Connectivity, Access and Chronic Disease Management.

## **Measurement Results:**

The majority of Sexually Transmitted Infection (STI) testing is delivered by general practitioners. Population and Public Health Services has a dedicated Sexual Health Clinic and contact service that currently identifies about 20 per cent of all STI cases reported in RQHR.

## **What are we doing?**

Currently, representatives of RQHR are involved in the development of a comprehensive STI strategy on a province-wide basis that will address the STI challenges in a systematic way. The strategy will focus on upstream preventative measures, improved case management, and contact management with a particular focus on higher risk groups and the three diseases of most concern: Syphilis, Chlamydia and Gonorrhea.

Measures are in place to monitor case numbers, contacts and related statistical analysis, which contributes to our understanding of epidemiology of the diseases in our region.

With the introduction of RQHR's primary health care initiatives, Meadow Primary Health Care Centre in Regina and the Rural West strategy, and efforts to increase outreach clinics, RQHR will continue working with patients to prevent communicable diseases.

# Progress in 2012-13: Our Primary Care

## **Strategy:**

Better Health – Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

## **Five-year Outcome:**

- *By March 31, 2017, seniors will have access to supports that will allow them to age within their own home and progress into other care options as their needs change.*

## **Hoshin:**

Strengthen Patient-centred Primary Health Care by Improving Connectivity, Access and Chronic Disease Management.

## **Measurement Results:**

There was a 9.3 per cent increase in the number of home care clients served in 2012-13 in comparison with 2011-12. The home service hours have increased by 6.26 per cent and the nursing hours have increased by a total of 21.45 per cent in 2012-13 to meet the growing demand of an aging population.

The total number of physical therapy, occupational therapy, social work and community therapy hours has increased by 12.08 per cent in 2012-13 in comparison to 2011-12 which contributes to ensuring seniors have the support they need to age in their own home and progress into other care options as their needs change.

## **What are we doing?**

The RQHR will be implementing a Home First/Quick Response Home Care pilot project commencing June 2013. This project will target additional resources to seniors with complex care needs and their caregivers, to allow individuals the option to live successfully in the community with a variety of service options.

Indicators will be reviewed on a regular basis to ensure we are tracking towards a goal of 5 per cent increase in Home Care clients and 5 per cent increase in overall utilization of home care services on an annual basis.

# Progress in 2012-13: Our Primary Care

## **Strategy:**

Better Health – Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

## **Five-year Improvement Target:**

- By March 2017, 95 per cent of children are up-to-date on publicly-funded vaccines by ages 2 and 7.

## **Hoshin:**

Strengthen Patient-centred Primary Health Care by Improving Connectivity, Access and Chronic Disease Management.

## **Measurement Results:**

### **Immunization Coverage of children at two years of age**

The Saskatchewan Immunization Management System (SIMS) data shows that for children who turned two years of age between April 1, 2012 and March 31, 2013, 78.7 per cent were up to date for 4 or more doses of diphtheria-tetanus-acellular pertussis (DTaP) vaccine and the coverage rate for 2 or more doses of measles-mumps-rubella (MMR) vaccine was 78.6 per cent.

### **Immunization Coverage of children at seven years of age**

The SIMS data shows that for children who turned seven years of age between April 1, 2012 and March 31, 2013, 79.2 per cent were up to date for five or more doses of diphtheria-tetanus-acellular pertussis (DTaP) vaccine and the coverage rate for two or more doses of measles-mumps-rubella (MMR) vaccine was 92.1 per cent.

The fifth dose is not required if the fourth dose of DTaP was given on or after the fourth birthday. For the fiscal year 2012-2013, the DTaP coverage rate increased significantly (90.8 per cent) if those children seven years of age who had received their fourth dose of DTaP on or after their 4th birthdate were included.

The progression of coverage rates for children at two years of age shows that the coverage rates have improved from 76.4 per cent for DTaP vaccine and 75.9 per cent for MMR vaccine for children who turned two between April 1, 2011 and March 31, 2012 to 78.7 per cent and 78.6 per cent respectively for children who turned two during the last fiscal year.



# Progress in 2012-13: Our Primary Care

The coverage rates for children at seven years of age increased from 76.7 per cent for 5 or more doses of DTaP to 79.2 per cent and 91.6 per cent for 2 or more doses of MMR to 92.1 per cent during the last fiscal year.

## **What are we doing?**

- Immunization coverage rates are monitored monthly using the Saskatchewan Immunization Management System. Lists of children who are behind in immunization in neighborhoods/ rural communities with low immunization rates have been provided to the Public Health Nurses to contact the families with the goal of assisting them to overcome barriers to having their children immunized.
- Reminder/ recall notices are provided to parents when the children are due or have missed vaccinations. Monthly lists are generated from the Saskatchewan Immunization Management System of those children who are three months, 13 months, 20 months, 22 months and four years six months of age and are not up-to-date for immunization. From this the families receive a letter or phone call reminding them to make an appointment to have their child immunized. For those 16 months and three years 10 months of age, a letter is sent to families to advise their child is due for immunization at 18 months and four years of age.
- Automatic email reminders are provided to parents who self-register on the RQHR web site (ImmuTrax). The RQHR continues to promote Immutrax through postnatal home visits and Child Health Clinics. You can find Immutrax on our website [www.rqhealth.ca](http://www.rqhealth.ca), by typing in ImmuTrax in the search bar.
- Day care based vaccinations have been conducted in low socio-economic neighbourhoods.
- Additional immunization clinics are provided outside usual clinic hours to increase access for families.
- Vaccines and schedule updates are available to residents through its website and public health offices.
- Teddy Bear Clinic at Four Directions – brings numerous agencies and health care providers together to provide service to families in North Central. Immunization records are checked and immunization is provided for those children needing it.
- Held an Immunization Strategy Planning Day to identify strategies to increase the immunization rate.

# Progress in 2012-13: Our Primary Care

## **Five-year Outcome:**

### **Strategy:**

Better Health – Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

### **Five-year Improvement Target:**

- *By March 2017, reduce number of ER visits for individuals with severe and complex mental health issues by 50 per cent.*
- *By March 2017, reduce by 50 per cent readmissions (mental health inpatient and acute care units) for individuals with severe and complex mental health issues).*

### **Hoshin:**

Enhance Mental Health and Addiction Services.

### **Measurement Results:**

Rapid Process Improvement Workshops (RPIWs) made many mental health flow improvements possible in 2012-13. Connecting mental health patients with sooner care can prevent Emergency Room visits because it means working with patients before a crisis situation arises.

The Lean work at Outpatient Adult Addictions Services focused on planning and implementing a tiered model of care. Through this system, services and supports are matched to client need, and vary accordingly in their intensity. As a result, clients can access services the same day they request help, and services are more flexible to respond to the clients' recovery needs. The wait times for Outpatient Adult Addictions services went from a 32 day wait to only 2 days.

At Child and Youth Mental Health Services, Lean work resulted in the implementation of a tiered model of care for families with children or youth experiencing anxiety or depression. A clinical pathway was developed that effectively eliminated waits for services for these families.

## Progress in 2012-13: Our Primary Care

Because of RPIWs, the Adult Outpatient Mental Health Clinic increased capacity so they can process new intake more efficiently. As a result, when clients phone, they directly reach an intake worker instead of a receptionist. This means that the number of missed calls went from 87 per cent to now only 17 per cent, with clients being provided initial triage service much more quickly. Staff can also now process twice as many patient referrals (36 as compared to 18) as a result of the RPIW work, which focused on finding where process waste could be eliminated to improve efficiency and, ultimately, serve more clients and patients.

An RPIW in 2013 reaped the results of providing mental health patients on the inpatient unit with sooner access to a social worker. Several opportunities to cut down on paperwork were found, which in turn reduced the amount of time social workers spend doing non-value added tasks as seen through the eyes of the patient. Standard work was put in place to reduce paperwork and increase information and patient flow. This work includes ensuring social workers receive patient referrals within three days of admission to the unit and standardizing forms to include a patient's referral date for social work services, whether he or she has a community worker and when social work is complete.

There was also an RPIW at Child and Youth Services that focused on creating efficiencies in the treatment planning and delivery process to improve client flow and increase capacity. All of our RPIW results are undergoing formal audits, with the Mental Health Clinic so far achieving and maintaining improvements at the 180 day mark.

### **What are we doing?**

We have a number of RPIWs planned as well as other Kaizen activities to be undertaken by staff across sites to improve mental health clients access to services, so that client's needs are met effectively in the community. This will hopefully mean fewer Emergency Room admissions due to care for mental health patients being met sooner, before crisis situations emerge.

# Progress in 2012-13: Surgical Care

## **Communication is key**

### **How Larry and Sharon Myers worked with the region to improve the patient experience**

Larry and Sharon Myers took an unpleasant hospital experience as an opportunity to offer their input and improve health care standards.

Their son Cameron had undergone several surgeries throughout his lifetime.

“He never once complained and was a much loved son, brother, father, uncle and grandpa.



Larry and Sharon Myers.  
Photo Credit: Medical Media Services.

During the time that Cameron spent in the Regina General Hospital, we had many concerns. Our key concern was the lack of communication between many staff members and ourselves as we struggled to make difficult decisions on Cameron’s behalf.

Cameron had suffered from a stroke, and we were not informed until several days later. There were instances where care was insufficient. Many of the staff were not wearing name tags.

At one of several meetings which we requested with Surgical Intensive Care Unit staff while Cameron was a patient there, we suggested that it would be very beneficial for family members to be present in daily Intensive Care Unit rounds. This would greatly lower the stress level and improve communication between the physicians and the family.

We voiced our concerns in a letter of concern in 2010. Soon after, we met with the client representative, as well as two doctors who worked with us to hear our concerns and put our input into action.

Subsequent to that meeting, we were invited to participate in a meeting with the critical care team. At our first meeting we reviewed and made comments on the Family Rounds document.

Our second meeting gave us the opportunity to discuss, comment, and have input with regards to the Critical Care “Welcome to Intensive Care Unit” booklet for families. In addition, we learned at this meeting that an informative video had been placed in the waiting room areas of the Intensive Care Units and that family rounds had been implemented in all Intensive Care Units, at both the Regina General and the Pasqua hospitals on Mondays, Wednesdays and Fridays and it was well received by everyone involved. We feel it would be valuable to include family rounds on Tuesdays and Thursdays in order to prevent missed opportunities for family members to speak to the physician in charge. Upon a recent visit to the Regina General Hospital, we have noted that there has been a great improvement in the number of name tags being displayed.

We feel that the region has listened to our concerns, and that the result of our input has been very positive.”

# Progress in 2012-13: Surgical Care

## **Strategy:**

Better Health – Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

## **Five-year Outcome:**

- *By March 31, 2014 all patients have the option to receive necessary surgery within 3 months.*

## **Hoshin:**

Transform the Patient Experience through Sooner, Safer, Smarter Surgical Care.

## **Measurement Results:**

There are 4,747 surgical patients who have waited longer than three months for surgery as of March 31, 2013. 2,861 have waited longer than six months and 749 waited longer than 12 months. There was an increase of 517 surgeries completed in comparison to 2011-12, but we still fell 374 surgeries below the target.

Currently, two third-party facilities have been contracted to alleviate the surgical waitlist – the Aspen Surgical Centre and Surgical Centres Incorporated. As of March 31, 2013, RQHR performed 3,096 surgical procedures at third party providers.

## **What actions are we taking?**

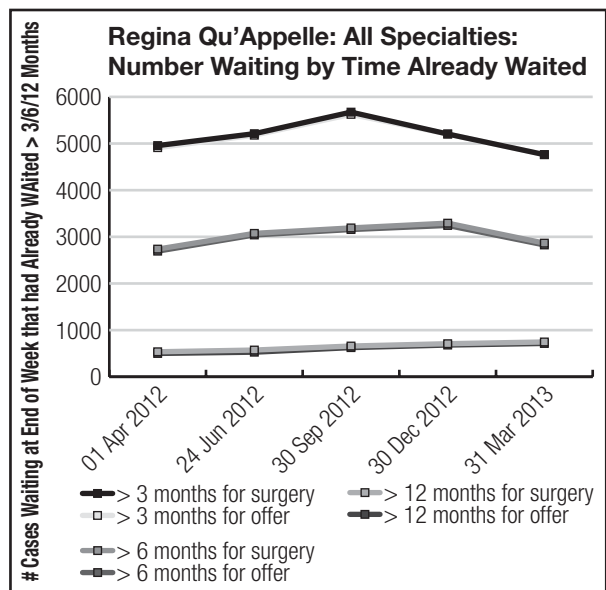
Clinical pathways to help ensure timely and appropriate care, pooled referrals to reduce wait times for specialist services, and increasing our operating room (OR) nurse workforce, so we can perform more surgeries are also included in our efforts to meet our targets.

The surgical services team has been operating a Musculoskeletal (MSK) Clinic in Regina at the Surgical Assessment Centre. The MSK Clinic accepts referrals from family physicians for further assessment of bone and joint concerns, with a focus on patients with osteoarthritic hip and knee concerns. In some cases, musculoskeletal issues can be resolved through interactive treatments, exercise, injections/bracing, or a combination of these methods in a specialized plan.

The Surgical Waitlist Inquiry Line has been successful in providing patients waiting for musculoskeletal surgeries with additional treatment options. Approximately 100 phone calls were made in 2013, with about half of those called accepting referral to the MSK clinic. The Surgical Waitlist Inquiry Line will continue to phone those on the wait list for musculoskeletal surgeries in 2013-14.

## Progress in 2012-13: Surgical Care

Work is being done to increase our surgical case volumes, which will aid in decreasing the amount of time patients wait for surgery: please see page 50-51 to read how the region is maximizing OR theater capacity and efficiency to achieve this.



# Progress in 2012-13: Surgical Care

## Strategy:

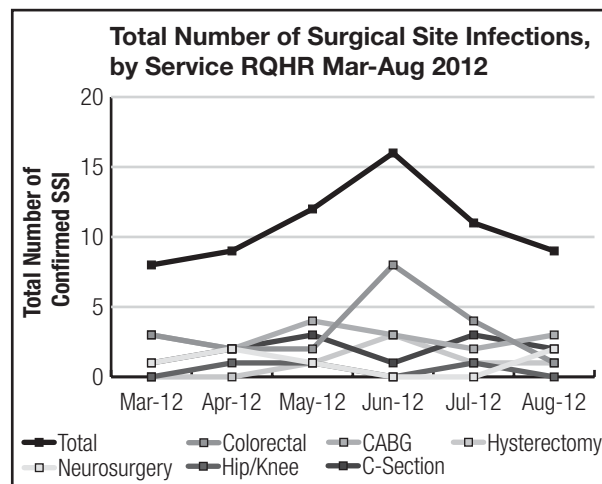
Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

## Five-year Outcome:

- *By March 2017, zero surgical infections from clean surgeries.*

## Improvement Target:

- By 2017, 100 per cent of surgeries will use the Surgical Site Infections bundle.



## Hoshin:

Safety Culture: Focus on Patient and Staff Safety.

Transform the Patient Experience through Sooner, Safer, Smarter Surgical Care.

## Measurement Results:

As of August 2012, 65 patients reported experiencing surgical site infections, with the most being from colorectal surgeries. Year-end data was not available at the time the annual report was being compiled.

## What actions are we taking?

Moving forward, enhanced surveillance of surgical site infections will be undertaken under the leadership of an epidemiologist to support early detection and treatment. Focused education, training and real-time auditing approaches will be used to ensure the Surgical Site Infections Prevention bundle components are appropriately implemented and monitored.



# Progress in 2012-13: Surgical Care

## Strategy:

Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

## Improvement Target:

- By March 31, 2014, 100 per cent of surgeries in an Operating Room will use surgical safety checklists.

## Hoshin:

Safety Culture: Focus on Patient and Staff Safety.

Transform the Patient Experience through Sooner, Safer, Smarter Surgical Care.

## Measurement Results:

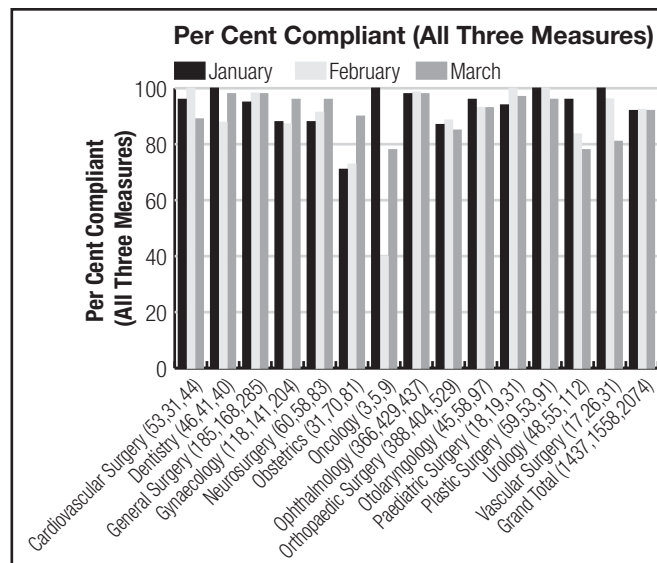
In most surgeries, we were near 100 per cent compliance with a general compliance rate of 91 per cent as of March 2013. Ophthalmology and Plastic Surgery had the highest compliance rates in our region, and Cardiovascular surgery reached 100 per cent compliance in February 2013.

## What actions are we taking?

We will continue to actively monitor our compliance of the Surgical Checklist, with 100 per cent compliance as our priority.

To reach a 100 per cent compliance rate, RQHR is taking the following actions:

- Implementing our revised policy with all professionals involved in surgical safety checklist completion.
- Identifying from compliance data sections and individuals on whom to focus education, training and real-time auditing.
- Instituting a training within industry approach for surgical safety checklist with identified sections, departments, individuals.
- Conducting real-time audits of completion of surgical safety checklist as appropriate.



# Progress in 2012-13: Surgical Care

## Strategy:

Better Care – In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

## Improvement Target:

- By March 2013, 100 per cent of expected surgical case volumes by region delivered.

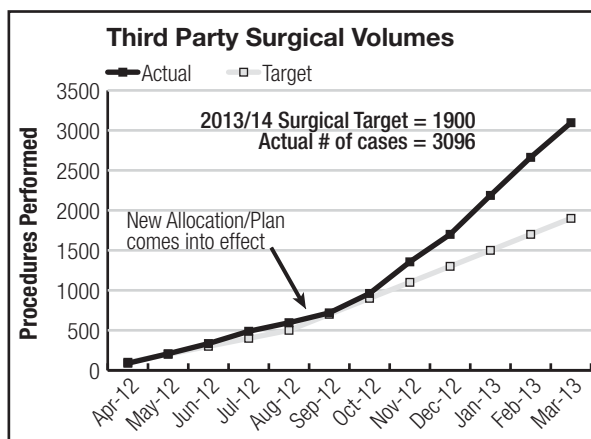
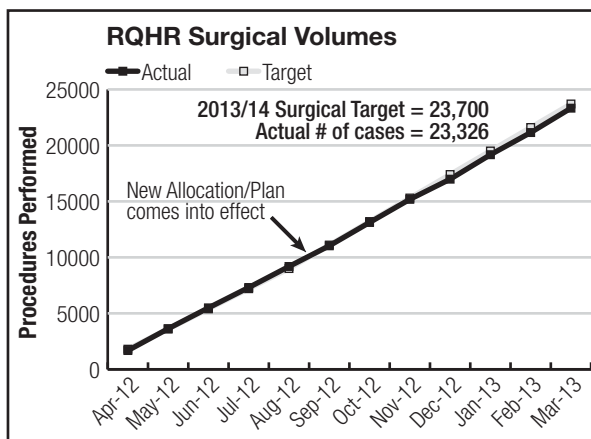
## Hoshin:

Transform the Patient Experience through Sooner, Safer, Smarter Surgical Care.

## Measurement Results:

As of March 31, 2013, RQHR performed 374 fewer procedures than targeted. The targeted number of procedures completed as of March 31 was 23,700. The actual cases completed were 23,326 cases.

Currently, two third-party facilities – the Aspen Surgical Centre and Surgical Centres Incorporated, have been contracted to increase the volume of surgeries the RQHR can perform. The Surgical Waitlist Inquiry Line and the MSK clinic were both created to aid in the volume and demand for surgeries in our region.



## What actions are we taking?

To meet the case volume demand, in 2013-14 we will maximize OR theater capacity and efficiency by:

- Expanding our in-house OR capacity as staff become available.
- Decant additional procedures to third party providers.
- Run Kaizen/Lean activities around the OR set up, to help streamline on-time starts, and scheduling defects.

## Progress in 2012-13: Surgical Care

- Maximize inpatient bed capacity by: opening 20 short stay inpatient beds, run Kaizen/Lean activities, reduce length of stay of elective joint patients, expedite repatriation of patients to their home hospital, and implement System Wide Implementation of Allscripts and Real Time Demand Capacity (see page 64 for more details).
- Revise OR booking rules and implement accountability strategies through Kaizen/Lean activities to eliminate booking defects, improve OR slate creation and confirmation, and eliminate unused OR time.
- Load level waitlist within targeted sections through active management of waitlist through long waiter policy implementation, initiating pooling process within section of orthopedics, and redesign the MSK clinic by working with primary health care providers to change referral patterns to significantly increase the flow of osteoarthritic patients through the clinic.

# Progress in 2012-13: Safety

## **Five-year Outcome:**

*By March 31, 2017 Zero Workplace Injuries.*

## **Strategy:**

Better Teams – Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practises, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

## **Hoshin:**

Safety Culture: Focus on Patient and Staff Safety.

## **Measurement Results:**

As a region, we are actively involved in reducing patient and employee injuries. Our target for 2012-13 was a 20 per cent reduction in Workers' Compensation Board (WCB) Lost Time Claims per 100 Full Time Equivalents (FTEs). Year-end results show that the region did not meet the reduction target (7.34 actual claims versus a target of 6.64 WCB Lost Time Claims / 100 FTEs). Although we did not meet our target, we did achieve a 12 per cent reduction in comparison to 2011-12.

Much planning for our Injury Reduction Strategy was done in 2012-13, including:

- Establishing injury reduction and prevention as an organizational priority
- Creating an effective accountability structure
- Establishing performance targets and metrics
- Engaging our unions and Occupational Health Committees
- Updating and enhancing our safety policies, including the adoption and integration of a new Safety Management System.

## **What actions are we taking?**

Moving forward, 2013-14 will include the full roll-out and implementation of our Safety Management System.

# Progress in 2012-13: Lean

## **Change can be great**

“Change happens fast, so you feel the positive results of your improvement work right away,” said Cynthia Hawes, a social worker with Mental Health and Addiction Services Adult Inpatient Unit at Regina General Hospital.

Hawes, who has been involved in Lean rapid process improvement workshops (RPIWs) in the Adult Inpatient Unit as a consultant and a participant, said Lean tools have led to significant improvements for patients and staff.

Social workers now spend less time walking (from 9,000 steps to 3,000); changes have been made to improve information exchange involving multi-disciplinary team members and assist with working toward a targeted discharge date; and social workers are included in patients’ care plans within 72 hours of admission so that issues are identified and addressed early on. As a result of these and other changes, social workers are reducing the amount of time they take to coordinate financial and housing supports in the community for patients upon discharge. The goal is to decrease the length of time required to complete social work services from 30 to 14 days for clients with a diagnosis of depression.

“Our RPIWs have led to improved patient care, enhanced communication amongst staff, reduced our paperwork and helped make social workers feel that they are part of the team.”



Cynthia Hawes.  
Photo Credit: Medical Media Services

# Progress in 2012-13: Lean

## **Strategy:**

Better Teams – Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practises, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Better Value – Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

## **Five-year Improvement Target:**

- By March 31, 2016, 880 health care leaders will be certified in Lean.

## **Hoshin:**

Deploy a Lean Management System including training, infrastructure across the health system with an initial focus on the surgical value stream.

## **Measurement Results:**

Lean leader certification is a two-year program that provides in-depth training in Lean methodology and tools. RQHR began offering certification in 2012, providing two waves of training to a total of 62 region leaders and a further 28 leaders from the southern Saskatchewan health regions, the Ministry of Health and the Health Quality Council.

## **What are we doing?**

Certification is currently open to senior leaders, the Kaizen Promotion Office and leaders working in the first three service lines (medicine, mental health and addictions, surgery). There will be opportunities for more health region staff to participate in Lean training in the future. RQHR expects to continue to offer two waves of training a year, with spaces for approximately 26 RQHR employees per wave.

# Progress in 2012-13: Lean

## **Strategy:**

Better Teams – Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practises, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Better Value – Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

## **Five-year Improvement Target:**

- By March 31, 2017, more than 1,000 focused quality improvement events involving frontline staff, physicians and patients will be undertaken in multiple areas of the health system, in order to improve the patient experience and reduce error.

## **Hoshin:**

Deploy a Lean Management System including training, infrastructure across the health system with an initial focus on the surgical value stream.

## **Measurement Results:**

The RQHR conducted 103 quality improvement events in the 2012-13 fiscal year. These include rapid process improvement workshops (RPIWs), 5S campaigns, kanban events, mistake proofing projects, catchball events and hoshin projects.

## **What are we doing?**

The region is continuing to use these improvement methods to involve frontline staff, physicians and patients in quality improvement. The pace of these events will increase as the region adopts the Saskatchewan Health Care Management System.



# Progress in 2012-13: Lean

## **Strategy:**

Better Teams – Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practises, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Better Value – Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

## **Five-year Improvement Target:**

- By March 2017, 400 staff will be dedicated to continuous improvement.

## **Hoshin:**

Deploy a Lean Management System including training, infrastructure across the health system with an initial focus on the surgical value stream.

## **Measurement Results:**

The Kaizen Promotion Office has rapidly expanded to support the use of Lean as it becomes the way we do business. By the end of the fiscal year, 17 Kaizen Promotion Office / Kaizen Operation Team staff members were dedicated to continuous improvement work in the region.

## **What are we doing?**

In 2013-14, the RQHR will continue to build the capacity and infrastructure necessary to support increasing the number of improvement projects.

# Progress in 2012-13: Lean

## **Strategy:**

Better Teams – Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practises, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Better Value – Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

## **Five-year Improvement Target:**

- By March 2017, 25 per cent of staff and clinicians are trained in continuous improvement basics.

## **Hoshin:**

Deploy a Lean Management System including training, infrastructure across the health system with an initial focus on the surgical value stream.

## **Measurement Results:**

Regina Qu'Appelle Health Region (RQHR) launched full-day Kaizen Basics training in the summer of 2012. From July 2012 until the end of the fiscal year, 1,329 RQHR staff and physicians, or 13 per cent of the region's 10,000 staff, completed Kaizen Basics training.

## **What are we doing?**

The RQHR is on track to surpass the March 2017 target of 25 per cent of staff and clinicians trained.

# Progress in 2012-13: Lean

## **Strategy:**

Better Teams – Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practises, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Better Value – Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

## **Five-year Improvement Target:**

- **Deploy a Lean Management System, including training, infrastructure across the health system with an initial focus on the surgical value stream.**

## **Hoshin:**

Deploy a Lean Management System including training, infrastructure across the health system with an initial focus on the surgical value stream.

## **Measurement Results:**

In 2012-13, Regina Qu'Appelle Health Region (RQHR) made progress towards the implementation of a Lean Management System, which will ensure that the care of our patients and clients is our focus.

A Lean Management System is comprised of strategic planning (Hoshin Kanri), building infrastructure and capacity, training and certification, and daily management.

RQHR's strategic planning (Hoshin Kanri) is now done in cooperation with the Ministry of Health, provincial health care agencies and other regions and in consultation with senior leaders. The RQHR's strategic plan for 2012-13 aligned with the Ministry of Health's three-to-five year plan for transforming the Saskatchewan health care system for patient and clients. The ministry's areas of focus are: better health, better care, better value and better teams. The RQHR adopted the ministry's Four Betters as its strategic priorities in December 2012.

The region is building infrastructure and capacity through the establishment of the Kaizen Promotion Office (KPO) and Kaizen Operation Teams (KOT) and the implementation of a service line management structure.

The KPO facilitates Lean planning, improvement work, training and communications, building the organization's capacity for change. As the RQHR's continuous improvement efforts expanded through 2012-13, so did the KPO, growing from 11 to 17 people. KOTs are comprised of a small team of improvement specialists who assist and coach departments as they improve processes and eliminate waste to provide better patient care. They use Lean tools to drive change. In

## Progress in 2012-13: Lean

2012-13, the KPO and KOTs helped orchestrate 11 Rapid Process Improvement Workshops, four independent 5S campaigns, a further 11 5S events as part of RPIWs, four kanbans and seven mistake proofing events.

By March 31, 2013, RQHR had begun implementing a service line management structure with the creation of the surgery, medicine, and mental health and addictions service lines. Each service line is supported by a clinical and an operational leader and a KOT.

To ensure the success of Lean, all employees and physicians are receiving training in Kaizen basics. Approximately 1,330 participated in 2012-13. Senior leaders undergo an intense, two-year certification process, which is currently in its second wave. Sixty-two RQHR leaders are taking part.

Fundamental to Lean management is the establishment of standard work for daily operations, the elimination of waste in work methods (as viewed by the patient) and the assurance that processes, products and services are safe and patient-centred, continuously improved, predictable, accessible and sustainable. Frontline staff members are making progress towards adopting the daily management tools of visibility walls, huddles and standard work in their departments and units, all of which support Lean management, connecting the goals of the organization to the front lines. Approximately 125 units and departments have established visibility walls in 2012-13. About 100 of these began daily or weekly huddles while the remainder are readying to do so. Family Medicine, the Alternate Level of Care units at Pasqua Hospital and every unit in Rural Restorative and Continuing Care – which includes 16 rural facilities, Wascana Rehabilitation Centre and Regina Pioneer Village – started using daily huddles in 2012.

# Progress in 2012-13: Other

## **Five-year Improvement Target:**

- Together with provincial colleagues, by March 31, 2015, have achieved an accumulated total savings of \$100M through shared services initiatives.

## **Strategy:**

Better Value – Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

## **Hoshin:**

Identify and Provide Services Collectively Through a Shared Services Organization.

## **Measurement Results:**

The primary vehicle for the RQHR's Shared Services involvement was the formation of the Health Shared Services Saskatchewan (3sHealth) organization. Our region supports this organization, and has participated in the following shared services initiatives:

- Provincial Procurement of a range of supplies and equipment
- Gateway Online, which provides an automated self-serve portal for employees to access career related information. Services to date include paperless payslips and ability to update personal information such as addresses, phone numbers, emergency contacts and banking information. 78 per cent of RQHR employees have logged in and activated their Gateway Online accounts.

## **What actions are we taking?**

Our region will continue to support 3sHealth and encourage all of our employees to use Gateway Online to reduce paper payslips.

# Progress in 2012-13: Other

## **Five-year Outcome:**

- *By March 31, 2017, the employee engagement provincial average score exceeds 80 per cent.*

## **Strategy:**

Better Teams – Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practises, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

## **Measurement Results:**

2012-13 was a planning year, aimed at helping to better understand our employee and physician survey results at a regional and local level, and to develop strategies to address issues being raised. The region undertook a broad communication and planning exercise, which resulted in:

- Communication of organization-wide survey results and region-level priorities and actions
- Linking actions to existing region-wide initiatives for injury reduction, attendance management, and management capacity
- Analysis and research support to departments to assist them in understanding their survey data and local level planning
- Creation of the Great Workplace Strategy, which will be integrated into the 2013-14 regional strategic plan, becoming a key strategy in helping the region to achieve our employee engagement target.

# Progress in 2012-13: Other

## **Strategy:**

Better Teams – Build safe, supportive and quality workplaces that support patient and family-centred care and collaborative practises, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

## **Five-year Outcome:**

- *By March 31, 2017, increase physician engagement “score” by 50 per cent.*

## **Measurement Results:**

- Officially released results of RQHR physician engagement survey conducted in 2011-12;
- Enhancing Physician Engagement at RQHR (EPER) Project initiated with physician-administration session by Dr. Jack Kitts and Dr. Jim Worthington discussing development of a compact (a mutually agreed statement of expectations between physicians and the region) at The Ottawa Hospital.
- Commissioned three research papers to lay groundwork for improved physician-administration engagement: A Roadmap for Trust: Enhancing Physician Engagement, Anchoring Physician Engagement in Vision and Values: Principles and Framework, and Compass for Transformation: Barriers and Facilitators to Physician Engagement.
- Held four engagement sessions with physicians and administrators to begin developing a framework for action that will drive the development of a new physician-administration compact in RQHR.
- As a result of the engagement sessions, 13 per cent of physicians in attendance believe the region’s commitment to involving physicians in decision making will significantly improve, and 76 per cent believe it will improve.
- In 2012-13, 57 physicians completed Kaizen Basics training and 11 physicians were enrolled in Lean Leader certification.

## **What are we doing?**

The region is in the first phase of its development of a Physician-Administration compact using an e-engagement approach.

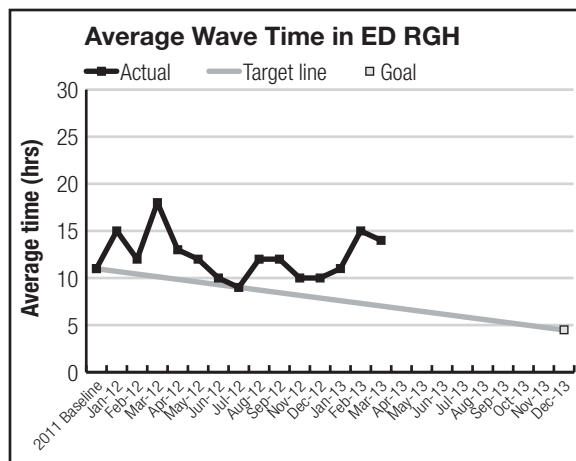
# Progress in 2012-13: Other

## Five-year Target:

- By March 2014, improve patient flow and efficiencies such that we achieve a reduction of 50 per cent admit-no-beds.

## Strategy:

Better Care Strategy - In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health care safety.

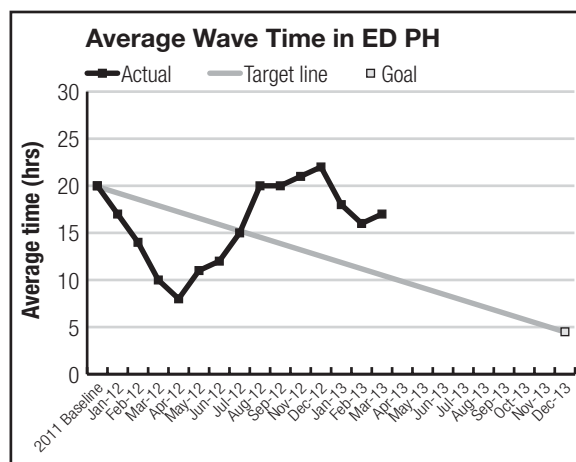


## Hoshin:

Enhance capacity and patient flow.

## Measurement Results:

Regina hospitals, like many urban hospitals across North America, are experiencing significant demand for service. The number of acute care admissions within RQHR has increased by 2 per cent over the last year, and by more than 4 per cent over the last three years in Regina hospitals. The RQHR is committed to continuous improvement in managing capacity issues and patient flow, and are taking steps to meet this demand.



While we did not meet the target outlined, modest improvements in bed occupancy, and the number of patients admitted with no bed available, started to be demonstrated near the end of the fiscal year.

In addition to adding some beds in Regina, we have undertaken a number of patient flow initiatives.

We have implemented Real Time Demand Capacity – a change in business practice which provides role clarity, accountability and standard work regarding unit level discharge planning. RTDC seeks to improve the ability, at the nursing unit level, to predict discharges and pull patients from ER in a timely fashion, thus improving the overall system response to patient demand.



## Progress in 2012-13: Other

We have worked with our southern health region partners to improve the flow of patients from Regina hospitals back to hospitals closer to patient's homes when patients' tertiary care needs have been met.

### **What are we doing?**

- We are implementing an Electronic Bed Management software system - Allscripts Patient Flow, the first phase of which will go live in late October 2013. Electronic Bed Management will provide staff with "real time" information on bed status throughout the hospitals in Regina at any given point in time. This will improve the matching of patient needs with bed availability. This system will help ensure that patients move through the hospital in the most efficient and effective manner possible. It will enable beds to be cleaned faster and is expected to decrease wait times for patients for admission to hospitals, and fewer transfers once a patient has been admitted.
- We are continuing our efforts with physicians and care staff to improve the communication of care plans, and target dates of discharge, to patients, families and the whole care team. We continue to work on optimizing the length of stay for hospital patients and address system barriers to discharge as they are identified.



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F i n a n c i a l   R e p o r t

# Management Report

June 6, 2013

## REGINA QU'APPELLE HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority. The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the region's assets are safeguarded and the financial records are relevant and reliable.

The authority delegates the responsibility of reviewing the financial statements and overseeing management's performance in financial reporting to the Audit and Finance Committee. The Audit and Finance Committee meets with the authority, management and the external auditors to discuss and review financial matters and recommends the financial statements to the authority for approval. The authority approves the annual report and, with the recommendation of the Audit and Finance Committee, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Regina Qu'Appelle Regional Health Authority. The auditor's report expresses an opinion on the fairness of the financial statements prepared by management.



Keith Dewar  
Chief Executive Officer



Randy Stephanson  
Interim Vice President &  
Chief Financial Officer Financial Services



## INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Regional Qu'Appelle Regional Health Authority, which comprise the statement of financial position as at March 31, 2012 and 2013 and the statements of operations, remeasurement gains and losses, changes in fund balances and cash flow for the years then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, 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.

### *Auditor's Responsibility*

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Regina Qu'Appelle Regional Health Authority as at March 31, 2012 and 2013, and the results of its operations, its remeasurement gains and losses, changes in its fund balances, and its cash flows for the years then ended in accordance with Canadian public sector accounting standards.

Regina, Saskatchewan  
May 29, 2013

Bonnie Lysyk, MBA, CA  
Provincial Auditor

# Financial Overview

In fiscal 2012-13, the Regina Qu'Appelle Health Region (RQHR) recorded an actual deficit of \$19.7 million compared to a budgeted surplus of \$2.0 million. Over expenditures related to compensation accounted for the majority of the deficit. The region continued to experience ongoing overcapacity situations and excess premium costs in 2012-13, as well as increased demand for services in many areas. While the region experienced a deficit of just over 2 per cent of its total operating budget this year, over a 10 year period its accumulated financial positions remain in a surplus.

The organization's leadership continues to actively become trained in Lean Management Systems in order to fulfill their commitment to increasing efficiencies, reducing waste and maximizing productivity, ultimately leading to decreased expenditures.

## Expenditures

The region incurred operating expenditures of \$972.7 million in 2012-13, a 4.7 per cent increase over 2011-12, compared to budgeted expenditures of \$924.3 million. Salary and benefit costs of \$705.9 million, including medical remuneration, accounted for 76.4 per cent of total operating expenditures.

The region continued to experience high overtime and other premium costs in excess of budget during 2012-13. Through its partnership with 3sHealth, the region was able to reduce various supply costs due to consolidated procurement initiatives. Insurance premiums costs decreased by almost 11 per cent over 2011-12 and savings occurred in many of the medical and surgical supply products, both due to the ongoing work of 3sHealth and the region.

Capital expenditures for 2012-13 totaled \$27.7 million with approximately 54.5 per cent of funding provided by the Ministry of Health. The remainder of the funding was provided by various sources, such as foundations and rural trust contributions.

The region provides funding to prescribed health care organizations and other third parties for the provision of health care services. See Note 10 b) of the audited financial statements for a complete listing of third party funding.

## **Revenues**

The region received operating revenue totaling \$953.0 million for 2012-13, an increase of 2.4 per cent over 2011-12. Budgeted revenue for 2012-13 was \$926.3 million, resulting in a favourable revenue variance of \$26.7 million. The majority of the favourable variance was due to funding received from the Ministry of Health for collective bargaining and increased surgical volumes, as well as significant recognition of one time deferred revenues.

Revenues also exceeded target in the areas of compensation recoveries from third parties. An increase to the number of in-patient days and outpatient visits from residents of other provinces and outside of Canada impacted the favourable variance as well.

## Statement 1

## STATEMENT OF FINANCIAL POSITION

As at March 31, 2013

		Restricted Funds				
	Operating Fund	Capital Fund	Community Trust Fund	Total March 31, 2013	Total March 31, 2012 (Note 19)	Total April 1, 2011
<b>ASSETS</b>						
<b>CURRENT ASSETS</b>						
Cash & short-term investments (Schedule 2)	\$ 8,080,709	\$ 10,562,858	\$ 1,116,459	\$ 19,760,026	\$ 59,301,018	\$ 81,938,203
Accounts receivable						
Ministry of Health – General Revenue Fund	3,294,614	210,112	–	3,504,726	2,248,988	3,364,544
Other	14,644,990	851,048	68,907	15,564,945	16,476,900	14,399,723
Due to/from other funds	(200,340)	124,986	75,354	–	–	–
Inventory	4,719,556	–	–	4,719,556	5,086,089	4,519,120
Prepaid expenses	6,180,467	–	–	6,180,467	6,174,575	7,699,325
	<u>36,719,996</u>	<u>11,749,004</u>	<u>1,260,720</u>	<u>49,729,720</u>	<u>89,287,570</u>	<u>111,920,915</u>
<b>Investments</b> (Notes 2(i) & 14(c) & Schedule 2)	–	–	461,817	461,817	966,294	1,472,229
<b>Due from local governments</b> (Note 5)	–	48,714	–	48,714	52,914	56,764
<b>Capital assets</b> (Notes 2(d) and 3)	–	334,314,868	–	334,314,868	340,278,426	346,459,553
<b>Total Assets</b>	<u>\$ 36,719,996</u>	<u>\$ 346,112,586</u>	<u>\$ 1,722,537</u>	<u>\$ 384,555,119</u>	<u>\$ 430,585,204</u>	<u>\$ 459,909,461</u>
<b>LIABILITIES AND FUND BALANCE</b>						
<b>CURRENT LIABILITIES</b>						
Accounts payable	\$ 39,062,088	\$ 927,710	\$ –	\$ 39,989,798	\$ 45,602,433	\$ 39,583,502
Accrued salaries	12,679,341	–	–	12,679,341	10,804,858	26,072,255
Vacation payable	49,612,530	–	–	49,612,530	46,926,475	43,862,456
Long-term debt & mortgages – current (Note 5)	–	1,331,982	–	1,331,982	1,630,282	1,943,450
Deferred revenue (Note 6)	21,357,530	–	–	21,357,530	29,612,793	34,749,647
	<u>122,711,489</u>	<u>2,259,692</u>	<u>–</u>	<u>124,971,181</u>	<u>134,576,841</u>	<u>146,211,310</u>
<b>LONG TERM LIABILITIES</b>						
Debentures (Note 7)	–	2,256,809	–	2,256,809	2,187,924	2,085,294
Long-term debt & mortgages (Note 5)	–	5,949,163	–	5,949,163	6,501,771	6,999,710
Employee future benefits (Note 11)	25,124,900	–	–	25,124,900	25,108,900	25,245,100
<b>Total Liabilities</b>	<u>147,836,389</u>	<u>10,465,664</u>	<u>–</u>	<u>158,302,053</u>	<u>168,375,436</u>	<u>180,541,414</u>
<b>Fund Balances</b>						
Invested in capital assets	–	324,776,914	–	324,776,914	329,958,449	335,431,099
Externally restricted (Note 2(b) & Schedule 3)	–	9,874,133	1,722,537	11,596,670	19,561,178	28,920,227
Internally restricted (Note 15 & Schedule 4)	342,486	995,875	–	1,338,361	3,937,845	5,840,831
Unrestricted	(111,458,879)	–	–	(111,458,879)	(91,247,704)	(90,824,110)
<b>Total Fund Balances</b> (Statement 4)	<u>(111,116,393)</u>	<u>335,646,922</u>	<u>1,722,537</u>	<u>226,253,066</u>	<u>262,209,768</u>	<u>279,368,047</u>
<b>Total Liabilities and Fund Balances</b>	<u>\$ 36,719,996</u>	<u>\$ 346,112,586</u>	<u>\$ 1,722,537</u>	<u>\$ 384,555,119</u>	<u>\$ 430,585,204</u>	<u>\$ 459,909,461</u>

Contractual Obligations (Note 4)

Mortgages (Note 5)

Pension Plan (Note 11)

Approved by the Board of Directors:


Lloyd Boutilier  
Chairperson, Regina Qu'Appelle Regional Health Authority

Brian Barber  
Vice Chairperson, Regina Qu'Appelle Regional Health Authority

The accompanying notes and schedules are part of these financial statements.

## STATEMENT OF OPERATIONS

For the year ended March 31, 2013

	Operating Fund			Restricted Funds			
	Budget 2013 (Note 12)	2013	2012 (Note 19)	Capital 2013	Community Trust 2013	Total 2013	Total 2012 (Note 19)
<b>REVENUES</b>							
Ministry of Health - general revenue fund	\$846,116,942	\$867,312,438	\$843,467,837	\$ 8,572,333	\$ —	\$ 8,572,333	\$ 5,399,441
Other provincial	11,681,137	11,496,439	12,009,002	412,096	—	412,096	326,066
Federal government	7,959,510	8,085,294	8,436,567	—	—	—	—
Alberta funding for Lloydminster	—	—	—	—	—	—	—
Patient and client fees	26,344,052	26,175,024	26,037,790	—	—	—	—
Out of province (reciprocal)	9,015,960	10,557,431	9,775,357	—	—	—	—
Out of country	1,284,164	865,051	1,139,953	—	—	—	—
Donations	1,602,654	1,482,206	1,599,852	5,919,651	76,567	5,996,218	6,428,485
Ancillary	6,278,562	6,470,779	6,265,759	—	—	—	—
Investment	807,000	383,907	803,144	—	69,076	69,076	59,373
Recoveries	8,501,086	11,597,700	12,028,571	—	—	—	—
Research grants	—	113,806	152,723	—	—	—	—
Other	6,690,293	8,478,393	8,539,805	2,129,176	—	2,129,176	1,171,303
Total Revenues	<u>926,281,360</u>	<u>953,018,468</u>	<u>930,256,360</u>	<u>17,033,256</u>	<u>145,643</u>	<u>17,178,899</u>	<u>13,384,668</u>
<b>EXPENSES</b>							
Inpatient & resident services							
Nursing Administration	3,279,718	3,609,051	3,897,979	—	—	—	—
Acute	195,707,225	213,679,745	211,712,448	10,125,878	38,528	10,164,406	9,284,919
Supportive	113,356,283	115,850,682	118,736,904	1,514,643	146,757	1,661,400	1,112,430
Integrated	19,895,659	20,484,916	14,774,497	333,921	3,497	337,418	278,626
Rehabilitation	6,286,066	6,794,439	6,756,310	537,209	—	537,209	531,874
Mental health & addictions	11,617,249	12,260,655	12,139,116	—	—	—	—
Total Inpatient & resident services	<u>350,142,200</u>	<u>372,679,488</u>	<u>368,017,254</u>	<u>12,511,651</u>	<u>188,782</u>	<u>12,700,433</u>	<u>11,207,849</u>
Physician compensation	79,499,338	82,098,777	69,247,997	—	—	—	—
Ambulatory care services	86,800,831	91,912,450	89,097,210	559,484	—	559,484	39,596
Diagnostic & therapeutic services	114,554,274	116,886,157	114,915,547	1,088,969	—	1,088,969	2,217,500
Community health services							
Primary health care	13,193,190	13,730,717	12,309,227	153,777	—	153,777	67,314
Home care	27,372,729	31,429,379	28,523,973	12,714	2,631	15,345	30,764
Mental health & addictions	28,054,450	27,422,373	26,663,107	5,457	—	5,457	55,901
Population health	19,729,899	19,943,698	18,473,100	16,796	—	16,796	19,981
Emergency response services	16,737,421	17,157,399	15,953,949	1,221,938	—	1,221,938	547,013
Other community services	4,991,438	4,902,322	5,351,192	—	—	—	—
Total Community health services	<u>110,079,127</u>	<u>114,585,888</u>	<u>107,274,548</u>	<u>1,410,682</u>	<u>2,631</u>	<u>1,413,313</u>	<u>720,973</u>
Support Services							
Employee future benefits	—	77,805	(25,395)	—	—	—	—
Program support	43,208,097	45,218,796	47,167,177	3,081,399	—	3,081,399	3,233,012
Operational support	132,904,706	134,317,649	130,114,378	14,084,106	—	14,084,106	13,909,185
Other support	5,545,754	13,203,642	1,880,746	—	—	—	—
Total Support services	<u>181,658,557</u>	<u>192,817,892</u>	<u>179,136,906</u>	<u>17,165,505</u>	<u>—</u>	<u>17,165,505</u>	<u>17,142,197</u>
Ancillary	1,547,033	1,732,657	1,469,620	327,127	—	327,127	323,428
Total Expenses (Schedule 1)	<u>924,281,360</u>	<u>972,713,309</u>	<u>929,159,082</u>	<u>33,063,418</u>	<u>191,413</u>	<u>33,254,831</u>	<u>31,651,543</u>
Excess (Deficiency) of revenue over expenses	<u>\$ 2,000,000</u>	<u>\$(19,694,841)</u>	<u>\$ 1,097,278</u>	<u>\$(16,030,162)</u>	<u>\$ (45,770)</u>	<u>\$(16,075,932)</u>	<u>\$(18,266,875)</u>

The accompanying notes and schedules are part of these financial statements.



## Statement 3

## STATEMENT OF REMEASUREMENT GAINS AND LOSSES

For the year ended March 31

	<b>2013</b>
Accumulated remeasurement gains, beginning of year	\$ —
Unrealized gain (losses) attributed to:	
Investments (Note 2, Schedule 2)	217
Realized gains (losses), reclassified to statement of operations:	
Investments (Note 2, Schedule 2)	
Designated fair value	—
Equity instruments	—
Net remeasurement gains for the year	—
Accumulated remeasurement gains (losses), end of year	<u>\$ 217</u>

Statement 4

STATEMENT OF CHANGES IN FUND BALANCES

For the year ended March 31

<b>2013</b>	<b><u>Operating Fund</u></b>	<b><u>Capital Fund</u></b>	<b><u>Community Trust Fund</u></b>	<b><u>Accumulated remeasurement gains (losses)</u></b>	<b><u>Total 2013</u></b>
Fund balance, beginning of year	\$ (88,216,941)	\$ 348,414,747	\$ 2,011,962	\$ —	\$ 262,209,768
Excess (deficiency) of revenues over expenses	(19,694,841)	(16,030,162)	(45,770)	—	(35,770,773)
Transfer Broadview Centennial Lodge Trust Fund to Broadview and District Healthcare Foundation	—	—	(186,146)	—	(186,146)
Interfund transfers (Note 15)	(3,204,611)	3,262,337	(57,726)	—	—
Remeasurement gains (losses)	—	—	217	—	217
Fund Balances, end of year	<u>\$ (111,116,393)</u>	<u>\$ 335,646,922</u>	<u>\$ 1,722,537</u>	<u>\$ —</u>	<u>\$ 226,253,066</u>

<b>2012</b>	<b><u>Operating Fund</u></b>	<b><u>Capital Fund</u></b>	<b><u>Community Trust Fund</u></b>	<b><u>Total 2012</u></b>
Fund balance, beginning of year	\$ (60,942,138)	\$ 363,249,076	\$ 1,982,790	\$ 304,289,728
Adjustment to net assets (Note 18)	(24,921,681)	—	—	(24,921,681)
Fund balance, beginning of year, as currently reported	(85,863,819)	363,249,076	1,982,790	279,368,047
Excess (deficiency) of revenues over expenses	1,097,278	(18,304,182)	48,625	(17,158,279)
Interfund transfers (Note 15)	(3,450,400)	3,469,853	(19,453)	—
Fund Balances, end of year	<u>\$ (88,216,941)</u>	<u>\$ 348,414,747</u>	<u>\$ 2,011,962</u>	<u>\$ 262,209,768</u>

## Statement 5

## STATEMENT OF CASH FLOW

For the year ended March 31, 2012

	Operating Fund		Restricted Funds			
	2013	2012 (Note 19)	Capital	Community Trust	Total 2013	Total 2012 (Note 19)
<b>Cash provided by (used in):</b>						
Excess (deficiency) of revenues over expenses	\$(19,694,841)	\$ 1,097,278	\$(16,030,162)	\$ (45,770)	\$(16,075,932)	\$(18,255,557)
Net change in non-cash working capital (Note 8)	(9,417,676)	(11,583,009)	266,774	(119,400)	147,374	125,518
Amortization of capital assets	—	—	30,114,812	—	30,114,812	29,083,136
Investment income on long-term investments	—	—	—	—	—	—
Unrealized gain (loss) attributed to investments	—	—	—	217	217	—
(Gain) loss on disposal of capital assets	—	—	545,333	—	545,333	970,752
Transfer Broadview Centennial Lodge Trust Fund to Broadview and District Healthcare Foundation	—	—	—	(186,146)	(186,146)	—
	<u>(29,112,517)</u>	<u>(10,485,731)</u>	<u>14,896,757</u>	<u>(351,099)</u>	<u>14,545,658</u>	<u>11,923,849</u>
<b>Capital Activities:</b>						
Purchase of capital assets						
Buildings/construction	—	—	(9,633,195)	—	(9,633,195)	(8,346,127)
Equipment	—	—	(15,110,047)	—	(15,110,047)	(15,573,992)
Proceeds on disposal of capital assets						
Buildings	—	—	—	—	—	—
Equipment	—	—	46,655	—	46,655	47,358
	<u>—</u>	<u>—</u>	<u>(24,696,587)</u>	<u>—</u>	<u>(24,696,587)</u>	<u>(23,872,761)</u>
<b>Investing Activities:</b>						
Disposal (purchase) of long-term investments	—	—	—	504,477	504,477	505,935
	<u>—</u>	<u>—</u>	<u>—</u>	<u>504,477</u>	<u>504,477</u>	<u>505,935</u>
<b>Financing Activities:</b>						
Disposal (purchase) of debentures payable	—	—	68,885	—	68,885	102,630
Repayment of debt	—	—	(850,908)	—	(850,908)	(811,107)
	<u>—</u>	<u>—</u>	<u>(782,023)</u>	<u>—</u>	<u>(782,023)</u>	<u>(708,477)</u>
Net increase (decrease) in cash & short-term investments during the year	(29,112,517)	(10,485,731)	(10,581,853)	153,378	(10,428,475)	(12,151,454)
Cash & short-term investments, beginning of year	40,397,837	54,333,968	17,882,374	1,020,807	18,903,181	27,604,235
Interfund transfers (Note 15)	<u>(3,204,611)</u>	<u>(3,450,400)</u>	<u>3,262,337</u>	<u>(57,726)</u>	<u>3,204,611</u>	<u>3,450,400</u>
<b>Cash &amp; short-term investments, end of year</b> (Schedule 2)	<u>\$ 8,080,709</u>	<u>\$ 40,397,837</u>	<u>\$ 10,562,858</u>	<u>\$ 1,116,459</u>	<u>\$ 11,679,317</u>	<u>\$ 18,903,181</u>

The accompanying notes and schedules are part of these financial statements.

## Schedule 1

## SCHEDULE OF EXPENSES BY OBJECT

For the year ended March 31, 2013

	<b>Budget 2013</b>	<b>Actual 2013</b>	<b>Actual 2012</b>
			(Note 19)
<b>Operating</b>			
Advertising & public relations	\$ 245,801	\$ 208,337	\$ 154,681
Board costs	175,586	189,930	188,989
Compensation - benefits	106,425,818	103,428,629	100,269,938
Compensation - employee future benefits	-	77,805	(25,395)
Compensation - salaries	495,528,361	522,053,844	501,080,744
Continuing education fees & materials	726,942	783,704	743,339
Contracted out services	15,572,327	16,530,838	13,509,604
Diagnostic imaging supplies	922,869	635,446	1,511,420
Dietary supplies	82,483	57,832	83,179
Drugs	13,860,752	14,531,619	14,009,434
Food	7,582,546	7,617,295	7,753,249
Grants to ambulance services	3,049,994	3,050,564	2,844,277
Grants to health care organizations & affiliates	59,395,469	61,964,912	63,602,889
Housekeeping & laundry supplies	2,722,568	2,818,000	2,712,352
Information technology contracts	4,942,322	5,238,614	5,387,992
Insurance	1,911,051	1,630,512	1,830,703
Interest	218,293	227,653	226,317
Laboratory supplies	5,119,039	5,653,266	5,470,692
Medical and surgical supplies	43,031,191	46,616,243	43,130,739
Medical remuneration & benefits	78,385,440	80,348,726	75,814,497
Meetings	124,132	301,338	134,771
Office supplies and other office costs	3,937,684	3,923,353	4,109,474
Other	9,738,437	15,081,160	6,102,631
Professional fees	7,975,193	11,095,167	12,851,700
Prosthetics	19,515,005	21,354,291	19,015,736
Purchased salaries	601,436	901,344	701,157
Rent / lease / purchase costs	10,070,925	13,267,109	11,974,606
Repairs and maintenance	12,440,150	13,116,625	13,377,606
Supplies - other	3,389,755	3,737,981	3,873,903
Therapeutic supplies	1,150,200	1,136,738	1,171,636
Travel	4,294,120	4,415,704	4,748,942
Utilities	11,145,471	10,718,730	10,797,280
	<u>\$ 924,281,360</u>	<u>\$ 972,713,309</u>	<u>\$ 929,159,082</u>
<b>Restricted</b>			
Amortization		\$ 30,114,812	\$ 29,083,136
(Gain) loss on disposal of fixed assets		545,333	970,752
Mortgage interest expense		341,249	379,546
Other		2,253,437	1,218,109
		<u>\$ 33,254,831</u>	<u>\$ 31,651,543</u>

## Schedule 2

## SCHEDULE OF INVESTMENTS

As at March 31, 2013

	<u>Amount</u>	<u>Maturity</u>	<u>Effective Rate</u>
<b>RESTRICTED INVESTMENTS</b>			
<b>Cash and Short-Term Investments</b>			
Chequing and Savings			
Cash	\$ 75,868		
B2B Trust High Interest Savings	173,642		
Bank of Montreal	10,562,858		
Manulife Bank	92,621		
Renaissance Money Market	253,224		
	<u>11,158,213</u>		
Investments			
B2B Trust	\$ 50,000	24-Mar-14	2.25%
B2B Trust	94,376	30-Sep-13	2.95%
ICICI Bank	105,768	27-Aug-13	2.43%
Laurentian Bank of Canada	60,424	15-Oct-13	1.85%
National Bank of Canada	210,536	11-Jun-13	3.46%
	<u>521,104</u>		
<b>Total Cash and Short-Term Investments</b>	<u>\$ 11,679,317</u>		
<b>Long-Term Investments</b>			
Equitable Trust Company	\$ 51,708	22-Jun-15	2.36%
Equitable Trust Company	39,172	7-Jul-14	2.36%
HSBC Bank Canada	60,144	30-Sep-14	3.25%
ICICI Bank	30,000	15-Sep-14	2.73%
Manulife Bank	127,183	15-Sep-14	2.70%
Montreal Trust	72,430	24-Mar-15	2.85%
Montreal Trust	45,135	19-Jun-14	2.20%
Montreal Trust	36,045	2-Sep-15	2.35%
	<u>461,817</u>		
<b>Total Long-Term Investments</b>	<u>461,817</u>		
<b>Total Restricted Investments</b>	<u>\$ 12,141,134</u>		
<b>UNRESTRICTED INVESTMENTS</b>			
<b>Cash and Short-Term Investments</b>			
Chequing and Savings			
Cash on Hand	\$ 62,104		
Petty Cash	54,740		
Bank of Montreal	7,848,303		
Broadview Credit Union	460		
Canadian Imperial Bank of Commerce	2,021		
Cornerstone Credit Union	1,593		
Raymore Credit Union	129		
Royal Bank of Canada	81,788		
TD Canada Trust	3,697		
U.S. Funds - BMO & Harris Bank	25,874		
	<u>8,080,709</u>		
<b>Total Cash and Short-Term Investments</b>	<u>8,080,709</u>		
<b>Total Unrestricted Investments</b>	<u>\$ 8,080,709</u>		
<b>Total Investments</b>	<u>\$ 20,221,843</u>		
<b>RESTRICTED AND UNRESTRICTED TOTALS</b>			
Cash & short-term investments	\$ 19,760,026		
Long-term investments	461,817		
<b>Total Investments</b>	<u>\$ 20,221,843</u>		

## Schedule 3

## SCHEDULE OF EXTERNALLY RESTRICTED FUNDS

For the year ended March 31, 2013

	Balance Beginning of Year	Investment & Other Revenue	Donations, Grants, & Transfers	Expenses	Transfer to investment in capital asset	Transfer to External Foundation	Balance End of Year
<b>Community Trust Fund</b>							
Broadview Centennial Lodge	\$ 223,071	\$ (353)	\$ 1,700	\$ —	\$ —	\$ 186,146	\$ 38,272
Broadview Union Hospital	86,535	—	5,170	11,114	—	—	80,591
Eastern Saskatchewan Pioneer Lodge	17,864	—	500	—	—	—	18,364
Golden Prairie Home	366,265	9,723	1,673	34,987	7,402	—	335,272
Grenfell Area	446,212	13,338	55,995	62,703	7,348	—	445,494
Home Care	3,818	—	900	2,630	—	—	2,088
Indian Head Hospital	21,614	(276)	254	—	—	—	21,592
Lakeside Home	8,601	—	1,295	—	—	—	9,896
Montmartre Health Centre	65,139	2,398	3,960	—	—	—	71,497
Moosomin Union Hospital	127,598	1,549	—	—	—	—	129,147
St. Joseph's Integrated Care Centre	118,227	(2,177)	—	3,497	—	—	112,553
Whitewood Health Centre	89,702	31,631	5,095	49,067	—	—	77,361
Wolseley Memorial Hospital	437,316	13,459	25	27,414	42,976	—	380,410
	<u>\$ 2,011,962</u>	<u>\$ 69,292</u>	<u>\$ 76,567</u>	<u>\$ 191,412</u>	<u>\$ 57,726</u>	<u>\$ 186,146</u>	<u>\$ 1,722,537</u>
<b>Capital Fund</b>							
Balcarres Integrated Care Centre	\$ 48,100	\$ 3,622	\$ 3,003	\$ 6,549	\$ —	\$ —	\$ 48,176
Echo Lodge	75,941	1,250	27,590	11,598	14,323	—	78,860
Home Care	2,707	—	—	—	—	—	2,707
Hospitals of Regina Foundation	79,513	—	—	—	19,729	—	59,784
Silver Heights Special Care Home	27,755	2,190	4,320	3,012	—	—	31,253
St. Joseph's Care Centre	13,574	—	—	872	—	—	12,702
Wascana Rehab Centre	206,097	11,748	—	—	17,903	—	199,942
Saskatchewan Health Capital Construction	7,642,119	795,893	4,409,766	888,082	6,804,378	—	5,155,318
Saskatchewan Health Capital Equipment	2,956,183	733,768	9,708,184	180,882	10,529,203	—	2,688,050
Saskatchewan Health Dedicated IT Funding	213,550	576,151	336,468	—	1,811,256	—	(685,087)
Saskatchewan Health RIS/PAC	1,186,126	—	—	—	319,372	—	866,754
Saskatchewan Health EMS	2,137,815	—	—	—	1,546,527	—	591,288
Saskatchewan Health VFA	6,390,169	—	—	948,934	894,487	—	4,546,748
Capital funded by future operating surpluses	(3,430,433)	16,301	830,542	1,689,734	(550,962)	—	(3,722,362)
	<u>\$ 17,549,216</u>	<u>\$ 2,140,923</u>	<u>\$ 15,319,873</u>	<u>\$ 3,729,663</u>	<u>\$ 21,406,216</u>	<u>\$ —</u>	<u>\$ 9,874,133</u>
<b>Total Externally Restricted Funds</b>	<u>\$ 19,561,178</u>	<u>\$ 2,210,215</u>	<u>\$ 15,396,440</u>	<u>\$ 3,921,075</u>	<u>\$ 21,463,942</u>	<u>\$ 186,146</u>	<u>\$ 11,596,670</u>

## Schedule 4

## SCHEDULE OF INTERNALLY RESTRICTED FUND BALANCES

For the year ended March 31, 2013

	<u>Balance Beginning of Year</u>	<u>Investment Income Allocation</u>	<u>Allocation from unrestricted fund</u>	<u>Transfer to unrestricted fund (expenses)</u>	<u>Transfer to investment in capital</u>	<u>Balance End of Year</u>
<b><u>CAPITAL</u></b>						
<b>SHC Replacement Reserves</b>						
Balcarres Integrated Care Centre	\$ 108,000	\$ —	\$ —	\$ —	\$ —	\$ 108,000
Echo Lodge	294,598	—	32,830	—	—	327,428
Golden Prairie Home	115,790	—	—	—	—	115,790
Silver Heights	77,500	—	—	—	—	77,500
Whitewood Community Health Centre	49,168	—	7,700	—	—	56,868
Regina Village Rentals	<u>262,026</u>	<u>8,639</u>	<u>75,240</u>	<u>35,616</u>	<u>—</u>	<u>310,289</u>
	<u>\$ 907,082</u>	<u>\$ 8,639</u>	<u>\$ 115,770</u>	<u>\$ 35,616</u>	<u>\$ —</u>	<u>\$ 995,875</u>
<b><u>OPERATING</u></b>						
Information Technology Systems	\$ 457,666	\$ —	\$ —	\$ —	\$ 50,444	\$ 407,222
Renovations & Construction	169,301	—	—	—	—	169,301
Capital Equipment	<u>2,403,796</u>	<u>—</u>	<u>—</u>	<u>966</u>	<u>2,636,867</u>	<u>(234,037)</u>
	<u>\$ 3,030,763</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 966</u>	<u>\$ 2,687,311</u>	<u>\$ 342,486</u>
<b>Total Internally Restricted Funds</b>	<u>\$ 3,937,845</u>	<u>\$ 8,639</u>	<u>\$ 115,770</u>	<u>\$ 36,582</u>	<u>\$ 2,687,311</u>	<u>\$ 1,338,361</u>

## Schedule 5

## CONSOLIDATED SCHEDULES OF BOARD REMUNERATION

For the year ended March 31, 2013

	<b>Retainer</b>	<b>Per Diem</b>	<b>Travel Time Expenses</b>	<b>Travel &amp; Sustenance Expenses</b>	<b>Expenses</b>	<b>CPP</b>	<b>2013 Total</b>	<b>2012 Total</b>
Boutillier, L. Chairperson	\$ 9,960	\$ 20,063	\$ 3,112	\$ 919	\$ 6,916	\$ 1,481	\$ 42,451	\$ 40,723
Barber, B.	—	6,450	2,162	1,593	2,946	264	13,415	12,839
Carter, J.	—	5,150	1,575	2,315	762	189	9,991	10,878
Bryant, C.	—	8,800	425	1,252	2,742	283	13,502	11,146
Dixon, L.	—	2,600	675	827	380	76	4,558	14,622
Elford, L.	—	—	—	—	—	—	—	13,479
Everett, M.	—	7,775	4,175	4,222	8,671	—	24,843	23,039
Jijian, L.	—	6,375	825	1,132	1,871	154	10,357	—
Lang, J.	—	6,675	913	1,339	2,066	173	11,166	—
Quinlan, S.	—	8,675	1,275	1,140	3,012	—	14,102	12,652
Semenchuck, G.	—	5,825	625	910	1,150	—	8,510	9,925
Sparvier, P.	—	2,825	1,550	1,947	465	30	6,817	—
Woidyla, P.	—	7,000	2,100	2,609	1,380	263	13,352	15,656
	<u>\$ 9,960</u>	<u>\$ 88,213</u>	<u>\$ 19,412</u>	<u>\$ 20,205</u>	<u>\$ 32,361</u>	<u>\$ 2,913</u>	<u>\$ 173,064</u>	<u>\$ 164,959</u>

## SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES AND SEVERANCE

For the year ended March 31, 2013

	<b>2013</b>						<b>2012</b>		
	<b>Salaries<sup>1</sup></b>	<b>Vacation Payout<sup>1</sup></b>	<b>Benefits &amp; Allowances<sup>2</sup></b>	<b>Sub-total</b>	<b>Severance Amount</b>	<b>Total</b>	<b>Salaries, Benefits &amp; Allowances<sup>1,2</sup></b>	<b>Severance</b>	<b>Total</b>
Keith Dewar, President & Chief Executive Officer	\$ 119,733	\$ —	\$ 3,561	\$ 123,294	\$ —	\$ 123,294	\$ —	\$ —	\$ —
Joy Dobson, Senior Medical Officer	236,381	—	4,266	240,647	—	240,647	191,364	—	191,364
Karen Earnshaw, Vice President (Acting), Rural, Restorative & Continuing Care	108,500	—	3,789	112,289	—	112,289	—	—	—
Mike Higgins, Vice President, Human Resources	220,265	—	6,133	226,398	—	226,398	218,916	—	218,916
Valerie Hunko, Vice President (Acting), Specialty Care	232,578	—	6,066	238,644	—	238,644	208,343	—	208,343
Carol Klassen, Vice President, Knowledge and Technology Services	234,900	—	6,184	241,084	—	241,084	208,543	—	208,543
David McCutcheon, Vice President, Medical Services	5,192	—	—	5,192	—	5,192	—	—	—
Susan Neville, Vice President, Clinical Support	222,701	—	6,066	228,767	—	228,767	207,724	—	207,724
Michael Redenbach, Vice President, Primary Health Care	248,458	—	7,396	255,854	—	255,854	209,182	—	209,182
Marlene Smadu, Vice President, Quality & Transformation	149,892	—	4,549	154,441	—	154,441	—	—	—
Randy Stephanson, Vice President & Chief Financial Officer	9,475	—	—	9,475	—	9,475	—	—	—
Charlene Gavel, former Vice President & CFO	196,559	17,586	5,122	219,267	164,283	383,550	106,086	—	106,086
Dwight Nelson, former President & CEO	401,726	—	9,666	411,392	—	411,392	350,607	—	350,607
Diane Larrivee, former Vice President, Specialty Care	155,449	6,740	3,694	165,883	—	165,883	208,500	—	208,500
Christina Vuksic, former Senior Medical Officer	—	—	—	—	—	—	178,371	—	178,371
	<u>\$ 2,541,809</u>	<u>\$ 24,326</u>	<u>\$ 66,492</u>	<u>\$ 2,632,627</u>	<u>\$ 164,283</u>	<u>\$ 2,796,910</u>	<u>\$ 2,087,636</u>	<u>\$ —</u>	<u>\$ 2,087,636</u>

1 Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lumpsum payments, and any other direct cash remuneration. Senior employee salaries were paid at 90 per cent of base salary. Senior employees are eligible to earn up to 110 per cent of their base salary. Performance adjustments have not been determined for the year ended March 31, 2013 and will be paid out in the 2013-14 fiscal year. Refer to Note 16 for further details.

2 Benefits & allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes: professional development, education for personal interest, non-accountable relocation benefits, personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.



## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2013

**1) LEGISLATIVE AUTHORITY**

The Regina Qu'Appelle Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as Regina Qu'Appelle Health Region under section 27 of The Act. The Regina Qu'Appelle Regional Health Authority is a non-profit organization and is not subject to income and property taxes from federal, provincial and municipal levels of government. The RHA is a registered charity under the *Income Tax Act* of Canada.

**2) SIGNIFICANT ACCOUNTING POLICIES**

These financial statements have been prepared in accordance with Canadian public sector accounting (PSA) standards, issued by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA). The RHA has adopted the standards for government not-for-profit organizations, set forth at PSA Handbook section PS 4200 to PS 4270. As these are the RHA's first financial statements prepared in accordance with PSA standards, Section PS 2125, *First-time Adoption by Government Organizations*, has been applied. The RHA has also chosen to early adopt Section PS 3450, *Financial Instruments*, as further explained in Note 17.

The RHA's financial statements were previously prepared in accordance with Canadian generally accepted accounting principles (Canadian GAAP), as set forth in Part V of the CICA Handbook. The impact of the transition from Canadian GAAP to public sector accounting standards is described in Note 18.

**a) Health Care Organizations**

- i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCOs) and third parties to provide health services:

615672 Saskatchewan Ltd. (Touchwood EMS)	Prairie Ambulance Care (1998) Ltd.
Autism Resource Centre	Rainbow Youth Centre
Cupar Lions Volunteer Ambulance	Raymore Community Health & Social Centre
Extendicare (Canada) Inc.	Regina Recovery Homes Inc.
Hutch Ambulance Service	Saskatoon Health Region
Imperial & District Ambulance	Soo Line Ambulance Association
JT Ambulance Service Ltd.	Strasbourg EMS
Mental Health Association / Regina Branch Inc.	Valley Ambulance Care Ltd.
Phoenix Residential Society	

Note 10 b) i) provides disclosure of payments to HCOs and third parties.

- ii) The following affiliates are incorporated (and are registered charities under the *Income Tax Act of Canada*):

All Nations' Healing Hospital Inc.	The Regina Lutheran Housing Corporation
Cupar and District Nursing Home Inc.	The Salvation Army William Booth Special Care Home
Lumsden & District Heritage Home Inc.	The Qu'Appelle Diocesan Housing Company
Santa Maria Senior Citizens Home Inc.	

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 10 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

- iii) The Hospitals of Regina Foundation (the Foundation) is a non-controlled not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The Foundation is incorporated under the *Non-Profit Corporations Act* and is a registered charity under the *Income Tax Act of Canada*.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 10 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

## **b) Fund Accounting**

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for revenues. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

- i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

- ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues from Saskatchewan Health - General Revenue Fund provided for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

- iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

## **c) Revenue**

Unrestricted revenues are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenue related to general operations are recorded as deferred revenue and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

**d) Capital Assets**

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line or declining balance basis over their estimated useful lives as follows:

Buildings	2% to 10%
Leasehold improvements	2.5% to 33%
Equipment	5% to 30%

Donated capital assets are recorded at their fair value at the date of contribution.

**e) Asset Retirement Obligations**

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

**f) Inventory**

Inventory consists of general stores, pharmacy, and linen. All inventories are held at the lower of cost or net realizable value. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

**g) Employee Future Benefits****i) Pension plan:**

Employees of the RHA participate in several multiemployer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

**ii) Accumulated sick leave benefit liability:**

The RHA provides sick leave benefits for employees that accumulate but do not vest. The RHA recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The liability and expense is developed using an actuarial cost method.

**h) Measurement Uncertainty**

These financial statements have been prepared by management in accordance with Canadian public sector accounting standards. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of contractual obligations and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

**i) Financial Instruments**

Cash, short-term investments, accounts receivable, long-term investments, accounts payable, accrued salaries and vacation payable are classified in the fair value category. Gains and losses on these items carried at fair value are recognized through the Statement of Remeasurement Gains and Losses at each period end. Gains and losses on

these financial instruments are recognized in the Statement of Operations when the financial asset is derecognized due to disposal or impairment. Long term debt and mortgages payable are carried at amortized cost.

Financial assets in the fair value category are marked-to-market by reference to their quoted bid price. Sales and purchases of investments are recorded on the trade date. Investments consist of guaranteed investment certificates, term deposits, bonds and debentures. Transaction costs related to the acquisition of investments are expensed.

As at March 31, 2013 (2012 – none), the RHA does not have any outstanding contracts or financial instruments with embedded derivatives. Financial assets are categorized as level 1 in the fair value hierarchy.

#### j) Replacement Reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

### 3) CAPITAL ASSETS

	March 31, 2013			March 31, 2012
	Cost	Amortization	Net Book Value	Net Book Value
Land	\$ 7,786,570	\$ –	\$ 7,786,570	\$ 7,786,570
Land & Leasehold Improvements	10,278,412	7,520,772	2,757,640	1,227,311
Buildings	461,052,577	218,686,720	242,365,857	252,574,050
Equipment	314,751,665	242,764,867	71,986,798	73,728,178
Construction in progress	9,418,003	–	9,418,003	4,962,317
	<u>\$ 803,287,227</u>	<u>\$ 468,972,359</u>	<u>\$ 334,314,868</u>	<u>\$ 340,278,426</u>

### 4) CONTRACTUAL OBLIGATIONS

#### a) Capital Asset Acquisitions

At March 31, 2013 commitments for acquisitions of capital assets were \$12,314,806 (2012 - \$8,557,751).

#### b) Operating Leases

Minimum annual payments under operating leases on property and equipment over the next five-years are as follows:

2013-14	\$ 6,447,209
2014-15	6,274,033
2015-16	5,721,421
2016-17	4,734,061
2017-18	4,471,810
2018 & Subsequent	13,178,113

#### c) Contracted Health Service Organizations

The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA similar to those provided in the year ended March 31, 2013. Note 10 b) provides supplementary information on health care organizations.

## 5) MORTGAGES AND LOANS PAYABLE

	Interest Rate	Repayment Terms	S.H.C. Subsidy	2013	2012
<b>Balcarres Integrated Care Centre</b>					
CMHC Due April 2015	8.000%	\$17,221 principal & interest	\$ —	\$ 33,034	\$ 47,051
<b>Echo Lodge</b>					
CMHC Due August 2022	1.710%	\$54,393 principal & interest	10,544	431,372	469,336
CMHC Due January 2018	5.875%	\$10,688 principal & interest	—	44,966	52,795
CMHC Due January 2023	7.500%	\$3,243 principal & interest	—	22,620	24,131
<b>Golden Prairie Home</b>					
CMHC Due December 2013	5.140%	\$61,132 principal & interest	19,756	394,087	434,107
CMHC Due May 2024	7.625%	\$18,687 principal & interest	—	141,000	148,783
<b>Medical Office Building</b>					
Bank of Montreal - demand loan	2.625%	\$373,287 principal & interest	—	778,473	1,126,440
<b>Regina Pioneer Village</b>					
CMHC Due June 2015	4.390%	\$144,649 principal & interest	137,074	1,578,881	1,653,226
CMHC Due October 2015	4.170%	\$152,895 principal & interest	143,606	1,444,515	1,535,761
CMHC Due December 2022	7.875%	\$133,527 principal & interest	—	911,749	972,065
CMHC Due December 2017	5.750%	\$103,160 principal & interest	—	428,569	505,004
<b>Silver Heights Special Care Home</b>					
CMHC Due Dec 2027	1.990%	\$49,785 principal & interest	57,733	508,188	530,347
<b>Whitewood Community Health Centre</b>					
CMHC Due December 2013	5.140%	\$99,851 principal & interest	31,635	563,691	633,007
				\$ 7,281,145	\$ 8,132,053
			Less: Current portion	1,331,982	1,630,282
				<u>\$ 5,949,163</u>	<u>\$ 6,501,771</u>

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

The RHA assumed responsibility for a loan agreement with Pacific and Western Bank of Canada, which was made on behalf of local governments that committed funds for the construction of the Balcarres Integrated Care Centre. The local governments provided signed agreements for the annual payment of their portion of the loan. The balance owing from local governments is \$48,714 (2012 - \$52,914).

The Medical Office Building demand loan was to finance the construction of the Medical Office Building. This project is considered to be self-financing over a 20-year period and the loan is secured through assignment of rent receipts. Interest is at bank prime less .375 per cent. There is a remaining six-year amortization on this loan.

Principal repayments required in each of the next five-years are estimated as follows:

2013-14	\$ 1,331,982
2014-15	580,782
2015-16	593,258
2016-17	620,817
2017-18	622,578
2018 & Subsequent	3,531,728

## 6) DEFERRED REVENUE

As at March 31, 2013	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
<b>Saskatchewan Health Initiatives</b>				
Aboriginal Awareness	\$ 34,968	\$ 34,968	\$ —	\$ —
Adults with Asperger's Syndrome	3,351	303,351	300,000	—
Advanced Cardiac Life Support	2,881	339	—	2,542
Affiliate OOS Compression Funding	32,507	—	—	32,507
Autism SLP Funding	26,309	26,309	—	—
Children's Mental Health: Outreach Services	1,801	110	—	1,691
Civic Pension Plan Settlement	10,451,000	9,000,000	—	1,451,000
Dispatch Fees - Integraph	—	—	123,994	123,994
Distributive Education	671,965	671,965	—	—
Distributive Education Community Facility Proposal	350,000	117,163	—	232,837
Emergency Department Screener	46,000	46,000	—	—
Endoscopy - Scheduling	—	—	140,000	140,000
Enhanced Autism Preschoolers	—	9,801	70,000	60,199
GPH Quality Worklife Program	35,258	33,243	—	2,015
Greystone Bereavement Centre	250,000	250,000	—	—
HealthLine	999,533	3,115,627	3,287,850	1,171,756
HealthLine Client Navigator	—	—	300,000	300,000
HealthLine Pooled Referrals	89,952	383,996	503,287	209,243
HIV Strategy	472,945	350,443	75,000	197,502
Home Hemodialysis - Set Up Costs	272,862	—	—	272,862
Independent Hemodialysis	53,445	1,544	—	51,901
Infection Prevention & Control	281,123	194,651	168,498	254,970
Infectious Disease Clinic Nurse	55,000	23,248	—	31,752
Knowledge Exchange Depression/Anxiety Pathway	—	29,590	59,000	29,410
Leading Thunderbird Lodge	279,852	195,918	—	83,934
Lean Depth Study	—	—	200,000	200,000
Lean Physician Engagement	—	—	51,500	51,500
Lifestyles and Health Spending Benefits	535,022	429,827	450,000	555,195

As at March 31, 2013	<b>Balance Beginning of Year</b>	<b>Less Amount Recognized</b>	<b>Add Amount Received</b>	<b>Balance End of Year</b>
<b>Saskatchewan Health Initiatives</b>				
Meadow PHC Site Lease	—	—	22,500	22,500
Medical Director CBS	19,344	1,164	—	18,180
Mental Health Promotion - Positive Awareness	—	604	18,760	18,156
MHA - HealthLine	253,306	488,039	500,000	265,267
Midwifery Services	63,531	2,076	—	61,455
Moosomin Innovation Site	—	—	265,000	265,000
Needle Exchange	85,837	85,837	—	—
Nursing Mentorship Initiative	208,531	24,155	—	184,376
Nursing Resource Team	147,500	—	—	147,500
Perioperative Nurse Training	—	147,100	261,600	114,500
Pharmacist Services	30,702	47,990	60,000	42,712
Philippine Nurse Relocation	90,757	—	—	90,757
Primary Health Care Redesign	—	82,683	250,000	167,317
Primary Health Care Victoria Square Medical Clinic	122,811	—	—	122,811
Promotion of HealthLine	8,690	—	—	8,690
Provincial Tobacco Reduction Strategy	428,054	145,681	—	282,373
Quality Improvement Initiatives	1,000,000	1,000,000	—	—
Quality Workplace Initiatives	68,026	—	—	68,026
Recruitment & Retention	349,034	1,519	—	347,515
Re-design Framework of Primary Health Care	2,000,000	900,000	—	1,100,000
Rural West Innovation Site	—	—	50,000	50,000
Rural West Physician Services	—	440,882	476,000	35,118
Safety Pilot Project	42,519	—	—	42,519
Safety Training Initiatives	408,220	9,568	—	398,652
Saskatchewan Surgical Initiatives	1,493,292	7,917,426	8,356,431	1,932,297
School of Dental Therapy	330,385	—	251,300	581,685
Summer Program	—	—	392,500	392,500
Transfusion Safety Manager	—	—	40,000	40,000
URO Gynecology Pathway	—	105,489	175,000	69,511
<b>Total Saskatchewan Health</b>	<b>\$ 22,096,313</b>	<b>\$ 26,618,306</b>	<b>\$ 16,848,220</b>	<b>\$ 12,326,227</b>

As at March 31, 2013	<b>Balance Beginning of Year</b>	<b>Less Amount Recognized</b>	<b>Add Amount Received</b>	<b>Balance End of Year</b>
<b>Non Saskatchewan Health Initiatives</b>				
Academic Health Sciences	\$ —	\$ 1,009,712	\$ 2,469,000	\$ 1,459,288
Acquired Brain Injury	20,308	738,297	740,595	22,606
Education Funds	58,388	8,457	12,510	62,441
Health Quality Council - Lean Funding	322,806	322,806	—	—
Kids First	1,135,239	3,627,227	3,751,729	1,259,741
Medical Earnings Pool	114,906	53,811	43,751	104,846
Research Grants	1,282,675	133,635	113,806	1,262,846
Other	4,582,158	4,281,979	4,559,356	4,859,535
<b>Total Non Saskatchewan Health</b>	<b>\$ 7,516,480</b>	<b>\$ 10,175,924</b>	<b>\$ 11,690,747</b>	<b>\$ 9,031,303</b>
<b>Total Deferred Revenue</b>	<b>\$ 29,612,793</b>	<b>\$ 36,794,230</b>	<b>\$ 28,538,967</b>	<b>\$ 21,357,530</b>

As at March 31, 2012	<b>Balance Beginning of Year</b>	<b>Less Amount Recognized</b>	<b>Add Amount Received</b>	<b>Balance End of Year</b>
<b>Saskatchewan Health Initiatives</b>				
Aboriginal Awareness	\$ 32,703	\$ 47,735	\$ 50,000	\$ 34,968
Aboriginal Health Transition Fund	83,063	83,063	—	—
Advanced Cardiac Life Support	2,881	—	—	2,881
Adults with Asperger's Syndrome	—	84,133	87,484	3,351
Affiliate OOS Compression Funding	32,507	—	—	32,507
All Nations Healing Hospital	500,000	500,000	—	—
Approved Home Enhancements	34,900	34,900	—	—
Autism Resource Centre	836,280	836,280	—	—
Autism SLP Funding	—	56,491	82,800	26,309
Bariatric Surgery Assessment	83,006	83,006	—	—
Cardiac Care	15,000	15,000	—	—
Children's Mental Health - Outreach Services	57,853	56,052	—	1,801
Civic Pension Plan Settlement	5,000,000	—	5,451,000	10,451,000
Continuing Education & Professional Development	23,049	23,049	—	—
COPD Rehab Program	49,135	49,135	—	—
Distributive Education	860,000	188,035	—	671,965
Distributive Education Community Facility Proposal	—	—	350,000	350,000
Emergency Department Screener	—	—	46,000	46,000
Extendicare Provider Group Retro	2,782,000	2,782,000	—	—
GPH Quality Worklife Program	35,258	—	—	35,258
Greystone Bereavement Centre	500,000	250,000	—	250,000



As at March 31, 2012	<b>Balance Beginning of Year</b>	<b>Less Amount Recognized</b>	<b>Add Amount Received</b>	<b>Balance End of Year</b>
<b>Saskatchewan Health Initiatives</b>				
HealthLine	339,646	3,157,581	3,817,468	999,533
HealthLine Pooled Referrals	—	28,548	118,500	89,952
HIV Strategy	392,083	264,638	345,500	472,945
Home Hemodialysis - Set Up Costs	272,862	—	—	272,862
Increased CT Capacity	1,000,000	1,000,000	—	—
Independent Hemodialysis	282,307	228,862	—	53,445
Infectious Disease Clinic Nurse	—	—	55,000	55,000
Infection Prevention & Control	260,285	143,366	164,204	281,123
IPFCC Training	10,000	10,000	—	—
Leading Thunderbird Lodge	800,000	520,148	—	279,852
Lifestyles and Health Spending Benefits	406,945	321,903	449,980	535,022
Lucentis Administration	150,000	150,000	—	—
Medical Director CBS	61,765	42,421	—	19,344
MHA - HealthLine	245,094	493,822	502,034	253,306
Midwifery Services	82,322	18,791	—	63,531
Needle Exchange	92,292	31,455	25,000	85,837
Nursing Mentorship Initiative	92,589	9,058	125,000	208,531
Nursing Resource Team	147,500	—	—	147,500
Pharmacist Services	23,800	53,098	60,000	30,702
Philippine Nurse Relocation	90,757	—	—	90,757
Port A Count Machines	45,000	45,000	—	—
Primary Health Care Victoria Square Medical Clinic	125,000	2,189	—	122,811
Promotion of HealthLine	9,190	500	—	8,690
Provincial Tobacco Reduction Strategy	822,900	394,846	—	428,054
Quality Improvement Initiatives	1,000,000	—	—	1,000,000
Quality Workplace Initiatives	103,026	35,000	—	68,026
Recruitment & Retention	350,558	1,524	—	349,034
Re-design Framework of Primary Health Care	2,000,000	—	—	2,000,000
RWDSU Provider Group Retro	628,000	628,000	—	—
Safety Pilot Project	53,464	10,945	—	42,519
Safety Training Initiatives	438,851	30,631	—	408,220
Saskatchewan Surgical Initiatives	5,195,000	3,701,708	—	1,493,292
School of Dental Therapy	1,000,000	669,615	—	330,385
Shared Service Office	254,209	254,209	—	—
Surgical Assessment Centre	371,000	371,000	—	—
Surgical Incentives Fund	4,208	4,208	—	—
<b>Total Saskatchewan Health</b>	<b>\$ 28,078,288</b>	<b>\$ 17,711,945</b>	<b>\$ 11,729,970</b>	<b>\$ 22,096,313</b>

	<b>Balance Beginning of Year</b>	<b>Less Amount Recognized</b>	<b>Add Amount Received</b>	<b>Balance End of Year</b>
<b>Non Saskatchewan Health Initiatives</b>				
Acquired Brain Injury	\$ 12,539	\$ 714,046	\$ 721,815	\$ 20,308
Education Funds	167,374	113,779	4,793	58,388
Health Quality Council - Lean Funding	380,172	57,366	—	322,806
Kids First	1,014,097	3,518,701	3,639,843	1,135,239
Medical Earnings Pool	125,800	45,555	34,661	114,906
Research Grants	1,307,173	169,931	145,433	1,282,675
Saskatchewan Association of Health Organizations	56,031	56,031	—	—
Other	3,608,173	2,672,955	3,646,940	4,582,158
<b>Total Non Saskatchewan Health</b>	<b>\$ 6,671,359</b>	<b>\$ 7,348,364</b>	<b>\$ 8,193,485</b>	<b>\$ 7,516,480</b>
<b>Total Deferred Revenue</b>	<b>\$ 34,749,647</b>	<b>\$ 25,060,309</b>	<b>\$ 19,923,455</b>	<b>\$ 29,612,793</b>

## 7) DEBENTURES PAYABLE

The RHA owns and operates several accommodation units occupied by “unit holders”. In consideration for a life interest in a “right of use” of the accommodation unit, the unit holder contributes a lump sum deposit. In accordance with the debenture agreement, in the event of the death of the unit holder or termination of the occupancy agreement by either party, the RHA is obligated to repay the unit holder or their representative the lesser of:

- The original sum; or,
- The fair market value of the holders’ right of use.

The debentures payable represent the accumulated amount of deposits received from the market unit holders. These debentures are non-interest bearing with no fixed terms of repayment. The specific land and buildings to which the debentures relate have been pledged as collateral.

## 8) NET CHANGE IN NON-CASH WORKING CAPITAL

	<b>Operating Fund</b>		<b>Restricted Funds</b>			
	<b>2013</b>	<b>2012</b>	<b>Capital</b>	<b>Community Trust</b>	<b>2013</b>	<b>2012</b>
(Increase) Decrease in accounts receivable	\$ (872,796)	\$ (958,845)	\$ 652,613	\$ (119,400)	\$ 533,213	\$ 1,074
(Increase) Decrease in inventory	366,533	(566,969)	—	—	—	—
(Increase) Decrease in prepaid expenses	(5,892)	1,524,750	—	—	—	—
Increase (Decrease) in accounts payable	(5,226,796)	5,894,487	(385,839)	—	(385,839)	124,444
Increase (Decrease) in accrued salaries	1,874,483	(15,267,397)	—	—	—	—
Increase (Decrease) in vacation payable	2,686,055	3,064,019	—	—	—	—
Increase (Decrease) in deferred revenue	(8,255,263)	(5,136,854)	—	—	—	—
Increase (Decrease) in employee future benefits	16,000	(136,200)	—	—	—	—
	<b>\$ (9,417,676)</b>	<b>\$ (11,583,009)</b>	<b>\$ 266,774</b>	<b>\$ (119,400)</b>	<b>\$ 147,374</b>	<b>\$ 125,518</b>

## 9) TRUST ACCOUNTS

The RHA administers funds held in trust for staff, patients, and residents using the RHA's facilities. The funds are held in separate accounts. The total cash held in trust as at March 31, 2013 was \$188,599 (2012 - \$105,634). These amounts are not reflected in the financial statements.

## 10) RELATED PARTIES

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

### a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at exchange amounts which approximate prevailing market rates charged by those organizations and are settled on normal trade terms.

	<u>2013</u>	<u>2012</u>
<b>Revenues</b>		
3sHealth	\$ 504,125	\$ 708,077
Community Initiatives Fund	48,066	130,301
Cypress Regional Health Authority	1,315,385	1,012,865
eHealth Saskatchewan	219,207	375,972
Five Hills Regional Health Authority	173,700	147,425
Health Quality Council	361,785	67,242
Ministry of Justice	282,660	152,388
Ministry of Education	3,797,272	3,514,194
Ministry of Health	176,031	132,173
Regina School Division No. 4	133,084	1,386
Saskatchewan Aids for Independent Living	299,481	52,845
Saskatchewan Arts Board	35,000	—
Saskatchewan Cancer Agency	2,131,817	2,152,017
Saskatchewan Government Insurance	4,077,986	4,513,464
Saskatchewan Housing Corporation	326,230	303,561
Saskatchewan Institute of Applied Science and Technology	58,599	11,639
Saskatoon Regional Health Authority	15,675	346,536
Senior Citizen's Ambulance Assistance Program	515,470	636,023
Sun Country Regional Health Authority	184,036	158,787
Sunrise Regional Health Authority	484,743	531,650
Supplementary Health	686,435	695,079
Workers' Compensation Board	3,533,653	4,076,010
	<u>\$ 19,360,440</u>	<u>\$ 19,719,634</u>

	<u>2013</u>	<u>2012</u>
<b>Expenditures</b>		
3sHealth	\$ 25,694,968	\$ 28,983,483
Cypress Regional Health Authority	340,062	63,337
eHealth Saskatchewan	868,374	553,156
Five Hills Regional Health Authority	79,957	97,375
Health Quality Council	–	250
Heartland Regional Health Authority	100,000	–
Kelsey Trail Regional Health Authority	100,000	4,626
Ministry of Justice	25,404	–
Ministry of Finance	1,665,296	1,648,695
Prairie North Regional Health Authority	236,000	–
Prince Albert Parkland Regional Health Authority	195,571	11,111
Saskatchewan Cancer Agency	75	125
Saskatchewan Government Insurance	67,476	49,809
Saskatchewan Healthcare Employees' Pension Plan	31,518,859	30,545,859
Saskatchewan Institute of Applied Science & Technology	118,326	109,724
Saskatchewan Ministry of Central Services	100,302	39,654
Saskatchewan Power Corporation	5,963,883	5,934,222
Saskatchewan Telecommunications	1,862,458	2,522,411
Saskatoon Regional Health Authority	302,267	225,300
SaskEnergy Incorporated	1,858,568	2,096,361
Sun Country Regional Health Authority	55,765	40,000
Sunrise Regional Health Authority	83,248	59,283
Technical Safety Authority of Saskatchewan	39,821	23,127
Workers' Compensation Board	9,468,060	9,570,287
	<u>\$ 80,744,740</u>	<u>\$ 82,578,195</u>

**Accounts Receivable**

3sHealth	\$ 453,829	\$ 5,005
Cypress Regional Health Authority	109,144	111,659
Five Hills Regional Health Authority	55,798	36,634
Ministry of Social Services	27,415	15,671
Saskatchewan Aids for Independent Living	465,164	608,198
Saskatchewan Cancer Agency	220,730	667,769
Saskatchewan Drug Plan	169,869	259,470
Saskatchewan Government Insurance	290,434	405,040
Sun Country Regional Health Authority	70,445	26,650
Sunrise Regional Health Authority	63,268	42,900
Supplementary Health	48,741	29,505
Workers' Compensation Board	1,258,352	2,051,315
	<u>\$ 3,233,189</u>	<u>\$ 4,259,816</u>

	<u>2013</u>	<u>2012</u>
<b>Prepaid Expenditures</b>		
3sHealth	\$ —	\$ 157,890
Cypress Regional Health Authority	—	40,000
eHealth Saskatchewan	151,736	160,290
Saskatchewan Telecommunications	68,145	111,183
Sun Country Regional Health Authority	—	40,000
Sunrise Regional Health Authority	—	40,000
Workers' Compensation Board	<u>3,007,235</u>	<u>—</u>
	<u>\$ 3,227,116</u>	<u>\$ 549,363</u>
<b>Accounts Payable</b>		
3sHealth	\$ 4,540,579	\$ 5,663,050
eHealth Saskatchewan	180,300	50,785
Ministry of Finance	412,089	370,809
Saskatchewan Healthcare Employees' Pension Plan	4,340,811	4,191,741
Saskatchewan Housing Corporation	—	120,579
Saskatchewan Ministry of Central Services	32,223	2,173
Saskatchewan Power Corporation	449,526	441,257
Saskatchewan Telecommunications	179,341	173,837
Saskatoon Regional Health Authority	14,677	6,280
SaskEnergy Incorporated	187,067	148,181
Workers' Compensation Board	<u>—</u>	<u>4,576,254</u>
	<u>\$ 10,336,613</u>	<u>\$ 15,744,946</u>

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

## **b) Health Care Organizations**

### **i) Prescribed Health Care Organizations and Third Parties**

The RHA has also entered into agreements with HCOs and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to HCOs and third parties:

	<b>2013</b>	<b>2012</b>
615672 Sask Ltd. (Touchwood EMS)	\$ 496,547	\$ 444,321
Autism Resource Centre	492,557	684,800
Cupar Lions Volunteer Ambulance	302,422	273,116
Extendicare (Canada) Inc.	24,331,479	27,027,982
Hutch Ambulance Service	577,008	551,405
Imperial & District Ambulance	149,021	128,399
JT Ambulance Service Ltd.	419,714	413,582
Mental Health Association / Regina Branch Inc.	463,973	456,666
Phoenix Residential Society	1,493,901	1,323,969
Prairie Ambulance Care (1998) Ltd.	336,197	318,386
Rainbow Youth Centre	669,728	661,230
Raymore Community Health & Social Centre	69,250	67,184
Regina Recovery Homes Inc.	1,199,343	1,174,075
Saskatoon Health Region	17,814	1,422
Soo Line Ambulance Association	264,520	241,202
Strasbourg EMS	—	16,392
Valley Ambulance Care Ltd.	487,321	456,052
	<u>\$ 31,770,795</u>	<u>\$ 34,240,183</u>

## ii) Affiliates

The *Act* makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The *Act* requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The following presentation discloses the amount of funds granted to each affiliate:

	<b>2013</b>	<b>2012</b>
All Nations' Healing Hospital Inc.	\$ 4,956,434	\$ 5,023,908
Cupar & District Nursing Home Inc.	2,870,104	2,727,100
Lumsden & District Heritage Home Inc.	2,338,265	2,236,219
The Qu'Appelle Diocesan Housing Corporation	1,281,294	1,274,910
The Regina Lutheran Housing Corporation	5,186,555	5,118,978
The Salvation Army William Booth Special Care Home	7,407,226	7,048,285
Santa Maria Senior Citizens Home Inc.	9,204,803	8,777,583
	<u>\$ 33,244,681</u>	<u>\$ 32,206,983</u>

Ministry of Health requires additional reporting in the following audited financial summaries of the affiliate entities for the years ending March 31, 2012 and 2011.

	<u>2012</u>	<u>2011</u>
<u>Balance Sheet</u>		
Assets	\$ 9,194,602	\$ 10,518,679
Net Capital Assets	19,451,393	20,262,074
Total Assets	<u>\$ 28,645,995</u>	<u>\$ 30,780,753</u>
 Total Liabilities	 \$ 18,402,228	 \$ 20,130,330
Total Net Assets (Fund Balances)	<u>10,243,767</u>	<u>10,650,423</u>
	<u>\$ 28,645,995</u>	<u>\$ 30,780,753</u>
 <u>Results of Operations</u>		
RHA Grant	\$ 32,471,093	\$ 32,336,310
Other Revenue	9,404,684	9,339,592
Total Revenue	<u>41,875,777</u>	<u>41,675,902</u>
 Salary & Benefits	 33,193,149	 32,786,236
Other Expenses*	9,084,563	8,296,958
Total Expenses	<u>42,277,712</u>	<u>41,083,194</u>
Excess (Deficiency) of revenue over expenses	<u>\$ (401,935)</u>	<u>\$ 592,708</u>
* Other Expenses includes amortization of \$1,392,257 (2011 - \$1,371,573)		
 <u>Cash Flows</u>		
Cash from Operations	\$ (1,333,788)	\$ 1,584,346
Cash used in Financing Activities	1,212,448	588,869
Cash used in Investing Activities*	(596,594)	(1,771,286)
Increase (Decrease) in Cash	<u>\$ (717,934)</u>	<u>\$ 401,929</u>

\* Cash used in Investing Activities includes capital purchases of \$583,927 (2011 - \$1,575,143)

### iii) Fund Raising Foundations

The Hospitals of Regina Foundation Inc. is an independent non-profit corporation without share capital that has its own Board of Directors. It provides donations to the RHA for capital equipment, education and research purposes. Its accounts are not included in these financial statements. As of December 31, 2012 it has net assets of \$21,885,344 (2011 - \$22,744,406). During the year, the Foundation provided funding of approximately \$7,480,403 (March 31, 2012 - \$6,328,443) for programs and capital acquisitions reported in donations and ancillary income. These amounts were used to fund capital assets, education and research projects throughout the region.

	<b>December 31, 2012</b>	<b>December 31, 2011</b>
<u>Balance Sheet</u>		
Total Assets	\$ 25,115,164	\$ 25,466,016
Total Liabilities	\$ 3,229,820	\$ 2,721,610
Total Net Assets (Fund Balances)*	21,885,344	22,744,406
	<u>\$ 25,115,164</u>	<u>\$ 25,466,016</u>

\* In accordance with donor-imposed restrictions \$5,104,860 (2011 - \$4,782,985) of the foundation's net assets must be used to purchase specialized equipment

<u>Results of Operations</u>		
Total Revenue	\$ 9,942,638	\$ 8,697,852
Total Expenses*	10,911,834	7,969,947
Excess of revenue over expense	<u>\$ (969,196)</u>	<u>\$ 727,905</u>

\* Total expenses include contributions of \$8,198,122 (2011 - \$5,627,271) to the RHA and amortization of \$110,134 (2011 - \$92,284)

<u>Cash Flows</u>		
Cash from operations	\$ (1,354,496)	\$ 1,527,821
Cash used in financing and investing activities*	1,913,327	(1,842,706)
Increase (Decrease) in cash	<u>\$ 558,831</u>	<u>\$ (314,885)</u>

\* Investing activities include capital purchases of \$36,673 (2011 - \$342,706)

## **11) EMPLOYEE FUTURE BENEFITS**

### **a) Pension Plan**

Employees of the RHA participate in one of the following pension plans:

1. Saskatchewan Healthcare Employees' Pension Plan (SHEPP) – This is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan that came into effect December 31, 2002. (Prior to December 31, 2002 this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors).
2. Regina Civic Employees' Superannuation and Benefit Plan (RCP) – This is a defined benefit plan that is administered by a jointly trustee board (equal employer and employee representatives).
3. Public Employees' Pension Plan (PEPP) (a related party) – This is a defined contribution plan and is the responsibility of the Province of Saskatchewan.



The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense is included in Compensation – Benefits in Schedule 1 and is equal to the RHA contributions amount below.

	<b>2013</b>				<b>2012</b>
	<b>SHEPP<sup>1</sup></b>	<b>PEPP</b>	<b>RCP</b>	<b>Total</b>	<b>Total</b>
Number of active members	6,877	46	1,496	8,419	8,190
Member contribution rate, percentage of salary	7.70% - 10.00%*	5.00% - 7.00%*	8.42% - 13.96%*		
RHA contribution rate, percentage of salary	8.62% - 11.20%*	6.45% - 7.00%*	8.42% - 13.96%*		
Member contributions (thousands of dollars)	28,142	285	9,512	37,939	37,328
RHA contributions (thousands of dollars)	31,488	314	9,722	41,524	41,352

\* Contribution rate varies based on employee group

<sup>1</sup> Active members are employees of the RHA, including those on leave of absence as of March 23, 2013. Inactive members are not reported by the RHA, their plans are transferred to SHEPP and managed directly by them.

## **b) Accumulated Sick Leave Benefit Liability**

The cost of the accrued benefit obligation related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees. The RHA has completed an actuarial valuation as of March 31, 2013. Key assumptions used as inputs into the actuarial calculation are as follows:

	<b>2013</b>	<b>2012</b>
Discount Rate	2.50%	2.75%
Rate of Inflation	0.00% to 2.00%	0.00% to 2.00%

	<b>2013</b>	<b>2012</b>
Accrued benefit obligation, beginning of year	\$ 25,108,900	\$ 25,245,100
Cost for the year	3,846,500	3,656,400
Benefits paid during the year	(3,830,500)	(3,792,600)
Accrued benefit obligation, end of year	<u>\$ 25,124,900</u>	<u>\$ 25,108,900</u>

## **12) BUDGET**

The RHA Board approved the 2012-2013 budget plan on May 28, 2012.

## **13) INSURANCE**

The RHA purchases liability insurance from Healthcare Insurance Reciprocal of Canada (the Reciprocal). Under the terms of the Subscribers' Agreement, with respect to a policy period where revenues exceed expenses, any premium surplus may be refunded to the Reciprocal's subscribers on a proportionate basis after the subscriber has been enrolled with the Reciprocal for more than four years. This is the RHA's sixteenth year in the agreement

with the Reciprocal. Similarly, if there is a deficiency of revenues, the Reciprocal may collect such premium deficiency from its Subscribers on a proportionate basis. The Reciprocal maintains a stabilization fund to cover future deficiencies. Also, the Reciprocal is insured for claims in excess of \$1 million. There is no premium surplus for the current year and there are no claims reported that are expected to exceed the policy limits.

## **14) FINANCIAL INSTRUMENTS**

### **a) Significant Terms and Conditions**

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

### **b) Financial Risk Management**

The RHA has exposure to the following risk from its use of financial instruments: credit risk, market risk and liquidity risk.

The Chairperson ensures that the RHA has identified its major risks and ensures that management monitors and controls them. The Chairperson oversees the RHA's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk.

### **c) Credit Risk**

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health – General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. The RHA is also exposed to credit risk from cash, short-term investments and investments.

The carrying amount of financial assets represents the maximum credit exposure as follows:

	<u>2013</u>	<u>2012</u>
Cash and short-term investments	\$ 19,760,026	\$ 59,301,018
Accounts receivable		
Ministry of Health - General Revenue Fund	3,504,726	2,248,988
Other	15,613,659	16,529,814
Investments	<u>461,817</u>	<u>966,294</u>
	<u>\$ 39,340,228</u>	<u>\$ 79,046,114</u>

The RHA manages its credit risk surrounding cash and short-term investments and investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investment decisions. The RHA invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

### **d) Market Risk**

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the RHA's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposure within acceptable parameters while optimizing return on investment.

## (i) Foreign exchange risk:

The RHA operates within Canada, but in the normal course of operations is party to transactions denominated in foreign currencies. Foreign exchange risk arises from transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the RHA. The RHA believes that it is not subject to significant foreign exchange risk from its financial instruments.

## (ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the RHA to cash flow interest rate risk. The RHA's investments include guaranteed investment certificates and long-term bonds bearing interest at coupon rates. The RHA's mortgages payable outstanding as at March 31, 2013 and 2012 have fixed interest rates.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

As at March 31, had prevailing interest rates increased or decreased by 1 per cent, assuming a parallel shift in the yield curve, with all other variables held constant, the RHA's financial instruments would have decreased or increased by approximately \$280,822 (2012 - \$641,443), approximately 28.6 per cent of the fair value of investments (2012 – 37.5 per cent)

**e) Liquidity Risk**

Liquidity risk is the risk that the RHA will not be able to meet its financial obligations as they become due.

The RHA manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities.

At March 31, the RHA has a cash balance of \$19,238,922 (2012 - \$58,558,672).

**f) Fair Value**

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.
  - Accounts receivable
  - Accounts payable
  - Accrued salaries and vacation payable
- Cash, short-term investments and long-term investments are recorded at fair value as disclosed in Schedule 2, determined using quoted market prices.
- The fair value of mortgages payable and long term debt before the repayment required within one year, is \$6,703,758 (2012 - \$7,896,126) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

### Determination of fair value

When the carrying amount of a financial instrument is the most reasonable approximation of fair value, reference to market quotations and estimation techniques is not required. The carrying value of cash and short-term investments, accounts receivable and accounts payable approximated their fair values due to the short-term maturity of these financial instruments.

For financial instruments listed below, fair value is best evidenced by an independent quoted market price for the same instrument in an active market. An active market is one where quoted prices are readily available, representing regularly occurring transactions. Accordingly, the determination of fair value requires judgment and is based on market information where available and appropriate. Fair value measurements are categorized into levels within a fair value hierarchy based on the nature of the inputs used in the valuation.

Level 1 – Where quoted prices are readily available from an active market.

Level 2 – Valuation model not using quoted prices, but still using predominantly observable market inputs, such as market interest rates.

Level 3 – Where valuation is based on unobservable inputs. There were no items measured at fair value using level 3 in 2012 or 2013.

There were no items transferred between levels in 2012 or 2013.

	2013			2012		
	Level 1	Level 2	Total	Level 1	Level 2	Total
Investments	\$ 982,921	\$ –	\$ 982,921	\$ 1,708,640	\$ –	\$ 1,708,640
Mortgages payable	\$ 7,281,145	\$ –	\$ 7,281,145	\$ 8,132,053	\$ –	\$ 8,132,053

### g) Operating Line of Credit

The RHA has an unsecured line of credit limit of \$31,514,987 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75 per cent. Total interest paid on the line of credit was \$0 (2012 - \$0).

## 15) INTERFUND TRANSFERS

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2013			2012		
	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Building renovations	\$ (2,688,277)	\$ 2,688,277	\$ –	\$ (1,929,528)	\$ 1,929,528	\$ –
Capital asset purchases	–	57,726	(57,726)	(612,521)	631,974	(19,453)
Mortgage payments	(427,541)	427,541	–	(881,809)	881,809	–
SHC reserves	(88,793)	88,793	–	(26,542)	26,542	–
	<u>\$ (3,204,611)</u>	<u>\$ 3,262,337</u>	<u>\$ (57,726)</u>	<u>\$ (3,450,400)</u>	<u>\$ 3,469,853</u>	<u>\$ (19,453)</u>

## **16) PAY FOR PERFORMANCE**

Effective April 1, 2011, a pay for performance compensation plan was introduced. Amounts over 90 per cent of base salary are considered 'lump sum performance adjustments'. Senior employees are eligible to earn lump sum performance adjustments up to 110 per cent of their base salary. During the year, senior employees are paid 90 per cent of current year base salary and lump sum performance adjustments related to the previous fiscal year. At March 31, 2013, lump sum performance adjustments relating to 2012-13 have not been determined as information required to assess senior employee performance is not yet available.

## **17) TRANSITION TO PUBLIC SECTOR ACCOUNTING STANDARDS**

Adoption of public sector accounting framework

As stated in Note 2, these are the RHA's first financial statements prepared in accordance with Canadian public sector accounting standards. The accounting policies set out in Note 2 have been applied consistently in preparing the financial statements for the year ended March 31, 2013, the comparative information presented in these financial statements and the opening statement of financial position as at April 1, 2011 (the RHA's date of transition to public sector accounting standards).

### **a) Financial Instruments**

Effective April 1, 2012 the RHA adopted the PSA standards for Financial Instruments (PSA Handbook Section PS 3450). Section PS 3450 establishes standards on how to account for and report all types of financial instruments, including derivatives. Section PS 3450 has been applied prospectively, in accordance with the transitional provisions of the Section.

Upon adoption of Section 3450 the RHA was required to assign its financial instruments to one of two measurement categories: fair value; or cost or amortized cost. Cash, short-term investments, accounts receivable, long-term investments, accounts payable, accrued salaries and vacation payable are classified in the fair value category. The RHA's other financial assets and financial liabilities are measured at cost or amortized cost. Carrying amounts are in each instance disclosed in the Statement of Financial Position.

The adoption of Section PS 3450 had no impact on the recognition and measurement of financial instruments reported in these financial statements. There were additional items related to presentation and disclosure of financial instruments that have been added to Note 14 as a result of the adoption of this standard.

### **b) Employee Future Benefits**

The RHA made an adjustment to the 2011 financial statements with respect to the accounting for employee future benefits. Specifically, this adjustment related to accounting policy differences under public sector accounting standards with respect to the determination of the obligation for accumulated sick leave.

In aggregate, the resulting increase to the liability for employee future benefits at April 1, 2011 was \$25,245,100. Employee future benefit expense for the year ended March 31, 2012 decreased by \$25,395.

**18) SUMMARY OF ADJUSTMENTS**

The impact of these restatements on the comparative figures is as follows:

**a) Fund Balances**

The following table summarizes the impact of the transition to PSA standards on the RHA's fund balances as of April 1, 2011:

Total fund balances as at April 1, 2011

Total fund balances, as previously reported	\$ 304,289,728
Adjustment to employee future benefits liability	<u>(24,921,681)</u>
Total fund balances, as currently reported	<u>\$ 279,368,047</u>

Total fund balances as at March 31, 2012

Total fund balances, as previously reported	\$ 287,106,054
Adjustment to employee future benefits liability	<u>(24,896,286)</u>
Total fund balances, as currently reported	<u>\$ 262,209,768</u>

**b) Excess (Deficiency) of Revenues Over Expenses:**

As a result of the retrospective application of PSA standards, the RHA recorded the following adjustment to excess (deficiency) of revenues over expenses for the year ending March 31, 2012:

Excess (Deficiency) of revenues over expenses for the year ended March 31, 2012

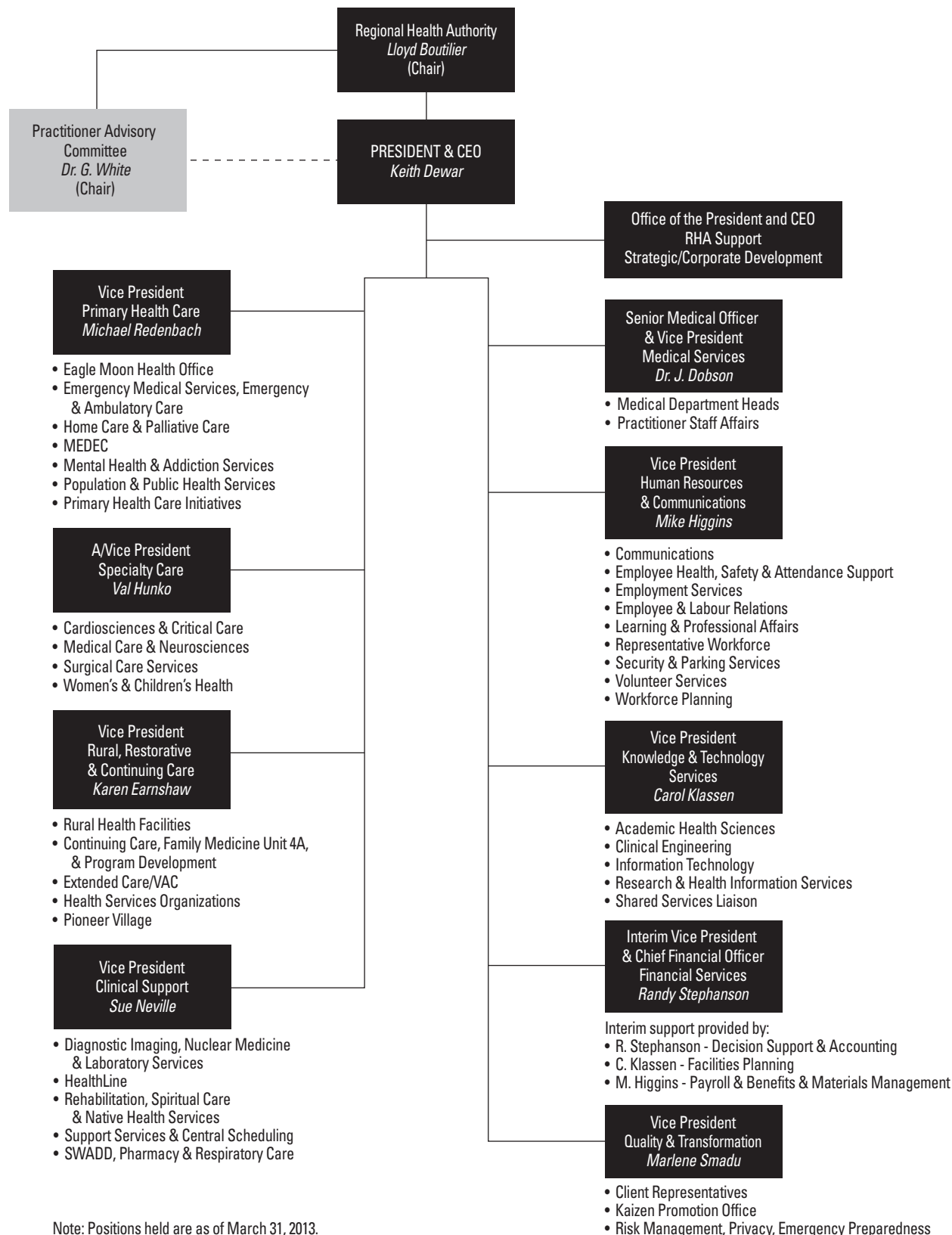
Excess (Deficiency) of operating revenues over expenses, as previously reported	\$ 1,071,883
Adjustment to employee future benefits expense	<u>(25,395)</u>
Excess (Deficiency) of operating revenues over expenses, as currently reported	<u>\$ 1,097,278</u>

**19) COMPARATIVE INFORMATION**

Certain 2012 balances have been reclassified to conform to the current year's presentation.

# Appendix A: Organizational Structure

## Regina Qu'Appelle Health Region Organizational Structure



Note: Positions held are as of March 31, 2013.

## Appendix B: List of Facilities

REGINA			
Location	Site	Gross Sq. Ft.	Lease/Own
1640 Victoria Avenue	Addiction Treatment Centre	18,348	Own
325 Victoria Avenue	Al Ritchie Health Action Centre	2,080	Lease
2110 Hamilton Street	Alcohol & Drug Services, I.T., Mental Health-Adult, Public Health Central	60,888	Lease
2166 Broad Street	Autism Resource Centre	4,112	Lease
2445 Broad Street	Decanting Space	3,100	Lease
2024 Albert Street	Drug Treatment Court	5,500	Lease
400 Broad Street	Eagle Moon Health Office	2,820	Lease
3705 Hill Avenue	Emergency Medical Services	5,400	Own
5730 Rochdale Boulevard	Emergency Medical Services	1,679	Own
1350 Albert Street	Emergency Medical Services - Central Operations	45,000	Own
2435 Park St.	EMS Geopost	897	Lease
1621 Albert Street	Family Medicine Unit / Pre-Admission Surgical Assessment Centre	26,698	Lease
3510 - 5th Avenue	Four Directions Community Health Centre	7,144	Lease
1048 Albert Street	Harm Reduction Program	1,962	Lease
1080 Winnipeg Street	Health Promotion (Health Promotion, Dental Health, Active Living & Nutrition), Population and Public Health Services	4,263	Lease
2755 Avonhurst Drive	HealthLine, EMS Communication Centre, BedLine, Central Scheduling	17,436	Lease
1920 Broad Street	Hearing Aid Plan	5,185	Lease
4211 Albert Street	Home Care / SWADD / HR / LR	33,796	Lease
1311-B Broadway Avenue	Home Care Treatment Centre	3,125	Lease
235 Albert St. North	Kidney Health Center and Anticoagulation Management Services	10,035	Lease
1001 Montreal Street	Laundry Services	40,000	Own
1662 / 1680 / 1686 Albert Street	Mental Health Services - Child & Youth	22,465	Lease
4101 Dewdney Avenue	Pasqua Hospital	597,578	Own
430 Pioneer Dr.	Pioneer Village	468,514	Own
1052 / 1056 Albert Street	Primary Health Care & Home Care Services	4,092	Lease
1911 Park Street	Public Health - East Office	5,570	Lease
204 Wascana Street	Public Health - North Office	7,246	Own
1692 Albert Street	Randall Kinship Centre (Mental Health Services)	4,000	Lease
1440 - 14th Avenue	Regina General Hospital	1,028,489	Own
2550 - 15th Ave. (2nd floor)	RQHR Admin. Offices	4,962	Lease
1037 Park St.	RQHR Warehouse	9,325	Lease
2180 Victoria Avenue E.	Senior Management Offices / decanting space	5,901	Lease
2180 - 23rd Avenue	Wascana Rehabilitation Centre	485,070	Own
<b>Total Gross Feet, Regina Facilities</b>		<b>2,942,680</b>	



## Appendix B: List of Facilities

### RURAL

Location	Site	Gross Sq. Ft.	Lease/Own
100 South Elgin St., Balcarres	Balcarres Integrated Care Centre	27,940	Own
310 Calgary St., Broadview	Broadview Centennial Lodge	18,998	Own
606 Main St., Broadview	Broadview Home Care Office	1,259	Own
901 Nina St., Broadview	Broadview Union Hospital	19,181	Own
108 Donald Rd., Cupar	Cupar Health Centre	13,608	Own
560 Broadway St., Fort Qu'Appelle	Echo Lodge	21,128	Own
178 Boundary Ave. N., Fort Qu'Appelle	Fort Qu'Appelle Community Health Services Centre	8,400	Own
916 Eden St., Indian Head	Golden Prairie Home	23,272	Own
721 Stella St., Grenfell	Grenfell Health Centre	11,902	Own
713 Regina Avenue, Grenfell	Grenfell Housing Units (4 duplexes)	3,627	Own
802 Wolseley Ave., Grenfell	Grenfell Regional Office	3,150	Own
300 Hospital St., Indian Head	Indian Head Union Hospital	20,775	Own
701 Ouimet St., Wolseley	Lakeside Nursing Home	55,025	Own
125 Prince St., Imperial	Long Lake Valley Integrated Facility	20,325	Own
237 - 2nd Ave. E., Montmartre	Montmartre Health Centre	20,032	Own
710 Regina Ave., Grenfell	Pioneer Home	17,997	Own
402 McLean St., Raymore	Silver Heights Special Care Home	28,000	Own
601 Wright Road, Moosomin	Southeast Integrated Care Centre - Moosomin	94,120	Own
280 Burns Ave., Southey	Southey Health Action Centre	200	Lease
508 Westmoor St., Lestock	St. Joseph's Integrated Care Centre	14,338	Own
921 Gambetta St., Whitewood	Whitewood Community Health Centre	16,856	Own
801 Ouimet St., Wolseley	Wolseley Memorial Integrated Care Centre	13,616	Own
<b>Total Gross Feet, Rural Facilities</b>		<b>453,749</b>	

### AFFILIATES:

Location	Site	Gross Sq. Ft.
450 - 8th St. W., Fort Qu'Appelle	All Nations Healing Hospital	56,901
213 Mills St., Cupar	Cupar & District Nursing Home	39,166
4125 Rae St., Regina	Extendicare Elmview	18,500
4540 Rae St., Regina	Extendicare Parkside	51,977
260 Sunset Dr., Regina	Extendicare Sunset	40,000
10 Aspen Bay, Lumsden	Lumsden & District Heritage Home	20,000
1425 College Ave., Regina	Qu'Appelle House	28,265
806 - 2nd Ave., Raymore	Raymore Community Health & Social Centre	1,680
1925 - 5th Ave. N., Regina	Regina Lutheran Home	60,452
4215 Regina Ave., Regina	Santa Maria Senior Citizens Home Inc.	107,185
50 Angus Rd., Regina	William Booth Special Care Home	46,632
<b>Total Gross Feet, Affiliates</b>		<b>470,758</b>

**Total Gross Feet, RQHR (excluding Affiliated Facilities) 3,396,429**

# Appendix C: Payee List

The payee list is compiled and distributed in accordance with Ministry guidelines which states that the list must be included, either as an appendix or with the main content of the annual report, in all copies of the published annual report, whether it is distributed electronically or in hard copy. Reporting and tabling the payee list holds the Regional Health Authorities accountable for the public funds received.

## Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more

Individual	Payment	Individual	Payment	Individual	Payment
Abadiano, Linda	156,087	Alarcon, Irene	109,942	Anderson, Pamela	80,946
Abadilla, Elvie	116,711	Albanez, Jesse	101,620	Anderson, Sandra	67,364
Abbas, Zahid	98,271	Albert, Lori	79,376	Anderson, Sandra	67,538
Abbott, Yvonne	68,716	Aldous, Lee	61,399	Anderson, Sharon	88,840
Abelar, Ivy	53,058	Alejandria, Lou Anne	63,953	Anderson, Shelly	107,000
Abell Thome, Cathie	50,164	Aleksejev, Victor	72,348	Anderson, Thomas	60,262
Abello, Sandra	109,724	Alexson, Delphine	69,761	Andes, Felina	162,460
Abello, Timothy	53,001	Alfano, Beverly	123,728	Andreas, Trent	68,466
Abera, Elsabet	119,906	Alfonso, Brenda	118,198	Andres, Jean	53,022
Abii Ndoh, Edith	146,197	Ali, Chinagorom	105,358	Andrews, Lillian	72,050
Abramsen, Kate	65,400	Ali, Meimuna	95,071	Andrews, Miesha	70,088
Abrenilla, Maribel	124,830	Alie, Wendy	56,880	Andrews, Naomi	96,762
Abrey, Karen	95,737	Allan, Shauna-Leigh	91,246	Andrews, Tracy	63,800
Abrook, Elaine	86,290	Allen, Brent	57,997	Andrusyk, Lisane	95,211
Abuan, Wilfredo	52,457	Allen, Dale	63,262	Angeles, Ronald	532,566
Abudu Adam, Eunice	69,154	Allen, Dianne	83,987	Angulo, Marissa	111,946
Achtemichuk, Myrna	73,988	Allen, Marla	69,682	Antoine, Lani	83,477
Ackles, Leah	71,866	Allig, Jennifer	102,722	Antonio, Angela	90,201
Ackles, Sharon	52,970	Allingham, Katie	69,592	Antonowitsch, Erin	55,276
Adair, Carol	95,357	Allison, Tawny	50,786	Appel, Jamie	63,250
Adamiak, Bonnie	69,384	Almacen, Mary Joy	100,898	Apperley, Barry	87,197
Adamko, Brenda	92,752	Almassy, Nicole	84,721	Apperley, Jessica	106,635
Adams, Bill	92,859	Alolong, Arlene	94,592	Appleby, Becky	85,839
Adams, Folashade	66,111	Alport, Lois	90,254	Appleby, Shannon	85,802
Adams, Jody	99,415	Alston, Candace	60,547	Arabi, Farzaneh	64,407
Adams, Michael	79,001	Althouse, Leanne	75,971	Araos, Catherine May	67,239
Adams, Stephanie	67,903	Altrogge, Jordan	60,005	Arbuthnot, Blair	84,043
Adamson, Susanne	50,435	Altwasser, Cheryl	62,217	Arcena, Jeffrey	97,231
Adcock, Stanley	64,827	Altwasser, Tara	69,796	Arches, Mary Ann	178,303
Adelman, Olivia	68,354	Alviola, Maria Zeena	69,932	Archuleta, Brenda	69,178
Adem, Finte	74,936	Amissih, Marie	68,496	Argue, Jocelyn	82,060
Adeyoju, Motunrayo	119,145	Amon, Bree	126,172	Arkie, Chris	77,002
Adkins, Steve	97,294	Amy, Gwen	82,498	Armbruster, Krystal	94,789
Adolfo, Stephanie	92,154	Amyotte, Bernadett	80,979	Armbruster, Robert	58,991
Aftab, Rubina	54,336	Amyotte, Elma	50,038	Armstrong, Avril	69,637
Agar, Mallery	60,167	Anacio, Carlo	137,828	Armstrong, Craig	89,875
Agbulos, Maria Katharine	75,224	Anastasakis, Alisa	50,100	Armstrong, Shawn	61,558
Aglosolos, Kristine	74,346	Anderson, Amanda	85,889	Arndt, Rachel	76,092
Agopsowicz, Darren	80,884	Anderson, Barbara	82,991	Arneson, Kim	69,811
Aguanta, Cristine	109,618	Anderson, Carolyn	103,058	Arnold, Arleene	73,102
Agullana, Melanie	118,243	Anderson, Darrell	103,195	Arnott, Dena	68,958
Ahmadi, Milagros	88,418	Anderson, Janet	56,345	Arrojado, Desiree	57,225
Airir, Abdellah	114,475	Anderson, M. Sheila	116,046	Arscott, Susan	88,328
Akan, Joseph	90,254	Anderson, Maureen	132,915	Arvidson, Kristin	115,261
Aker, Abbie	57,357	Anderson, Pamela	68,482	Asamoah Bediako, Matilda	86,512

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Asante, Ethelda	71,118	Balfour, Don	55,714	Batty, Cynthia	68,874
Aschenbrener, Gina	62,278	Balius, Ken	91,053	Bauck, Sarah	67,366
Ash, John	130,466	Ball, Dorothy	70,757	Bauer, Egistina	50,162
Ash, Sharon	97,899	Ball, Lisa	68,382	Bauman, Crystal	68,417
Ashfield, Diana	94,148	Ball, Ronald	99,985	Baumgartner, Andrea	73,428
Ashman, Juliet	96,831	Ballagh, Brenda	82,307	Baumgartner, Kathleen	104,222
Askin, Susan	67,695	Balogh, Heather	106,451	Bayfield Ash, Nicola	130,466
Aspra, Raelyn	96,543	Balut, Mokiin	64,700	Beach, Deborah	50,883
Assman, Lori	148,626	Balycky, Annette	92,610	Beahm, Karen	90,609
Ast, Marie	107,416	Bamhour, Heather	81,443	Beallie, Janice	54,280
Astrophe, Linda	54,522	Banadyga, Lorraine	55,060	Bean, Jennifer	103,619
Awula, Lydia	109,108	Bancescu, Shelda	89,966	Bear, Colleen	52,542
Azcueta, Jed Joseph	129,021	Banfield, Joy	114,106	Bearss, Leslie	90,016
Baade, Alyssa	64,494	Bank, Karen	54,200	Beaton, Chelsea	62,312
Baars, Jodi	66,462	Banks, Muriel	75,431	Beatty, Sheri	67,168
Babcock, Kelly	138,178	Bannouvong, Toulakone	75,690	Beauchesne, Elaine	95,240
Baber, Alexander	61,123	Bansie, Suzanne	98,479	Beaudry, Tammy	53,470
Baber, Carla	57,625	Baragar, Janet	97,498	Beaurivage, Barbara	140,837
Babista, Carlos	56,488	Baragar, Richard	59,820	Beaurivage, Ginger	64,871
Bachelu, Brett	84,280	Baran, Vivian	116,262	Becker, Gail	94,569
Bachiu, Carol	101,315	Baranowski, Jessica	76,612	Beckett, Susan	60,300
Bachman, Darren	78,463	Barber, Charles	57,997	Beer, Donna	56,160
Bachorick, Beverly	73,185	Barber, Susan	62,566	Beer, Sara	60,171
Backlin, Christina	91,882	Bardal, Terry	118,659	Begg, Elizabeth	154,646
Bacon, Peggy	85,790	Barkman, Louise	51,470	Beggs, Ryan	113,950
Bacsu, Amanda	61,980	Barnard, Phyllis	75,309	Beggs La Riviere, Gail	84,831
Badgley, Catherine	103,974	Baron, Michael	91,556	Behnke, Wanda	98,556
Baer, Bonnie	168,069	Barre, Jessica	51,985	Behr, Glen	92,012
Baer, Susan	115,238	Barrett, Tami	79,564	Behrms, Ainslee	82,696
Baergen, Cynthia	71,815	Barrett, Vanessa	78,005	Beier, Shauna	87,384
Bagan, Jessica	71,852	Barrie, Sandra	66,170	Beisel, Patricia	80,004
Bagnell, Jennifer	67,514	Barrientos, Rosalita	54,302	Beisel, Thomas	87,410
Bailey, Garrett	62,467	Barth, Carol	80,882	Beitel, Catherine	98,484
Bailey, Pamela	78,133	Bartlett, Tanya	86,332	Beitel, Joy	75,897
Baily, Karen	94,700	Bartley, Chrystal	77,089	Beitel, Laura	98,310
Bain, Diane	58,609	Bartok, Rita	50,619	Beitel, Linda	73,593
Baison, Samuel	70,629	Bartolf, Lisa	59,873	Beitel, Stacey	90,503
Baitiong, Liwliwa	93,308	Barton, Tessa	88,040	Beka, Rachelle	77,922
Baiton, Susan	100,556	Bartoszewski, Samantha	80,665	Belay, Teala	72,568
Bajo, Arnulfo	164,981	Baseden, Jessica	70,182	Belcourt, Anita	54,206
Bak, Darlene	110,599	Baseden, Margaret	90,960	Bell, Alison	110,646
Baker, Tricia	118,477	Basler, Alix	74,266	Bell, Debbie	52,123
Bakke, Colleen	82,520	Bassi, Manpreet	63,125	Bell, Ellen	54,510
Bakke, Harmony	86,284	Bast, Darlene	94,640	Bell, Jerry	106,541
Bakken, Ashley	89,393	Bast, James	100,952	Bell, Kerri	105,258
Bakker, Cynthia	53,601	Basuel, Neil	82,833	Bell, Stacey	84,109
Balak, Janet	108,787	Bateman, Dorothy	95,656	Bella, Candace	80,804
Balas, Chalynn	61,220	Bateman, Enid	107,478	Bellamy, Bryan	52,931
Balch, Laurie	78,829	Bater, Charolette	63,601	Bellavance, Gord	87,152
Baldock, Rita	84,335	Bathgate, Brenda	62,573	Bellegarde, Jennifer	105,028
Baldos, April	66,853	Batiuk, Tayne	93,517	Bellisle, Apollo	52,468
Baldos, Evelyn	176,324	Batty, Christelle	84,532	Bellisle, Tracie	65,604

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Bemis, Tanya	68,466	Bird, Marilyn	57,839	Bookout, Gaye	57,768
Benaschak, Clay	86,861	Bird, Verna	85,350	Booth, Sheila	70,521
Bendelin, Jana	108,287	Birns, Heather	73,668	Bootleziolkowski, Kelly	56,412
Bender, Connie	92,547	Birrell, Breanna	87,866	Booty, Kerry	56,702
Benedik, Corinne	104,882	Bishoff, Jocelyn	78,863	Bordas, Fred	98,156
Benitez, Engelbert	123,953	Bittman, Crystal	75,158	Borisko, Jennifer	74,774
Benjoe, Janice	56,685	Bituin, Michael Eric	103,869	Borja, Ma Elizabeth	101,607
Benko, Amy	60,064	Bjerland, Glorianne	106,157	Borsa, Shawna	98,297
Bennett, Lacey	50,627	Black, Marilyn	103,287	Bortis, Carmen	64,707
Bennett, Lori	94,661	Blackmer, Barb	111,976	Bossenberry, Teagan	59,691
Benning, Margot	81,307	Blair, Carolyn	86,523	Boston, Kerry	64,968
Benson, Petra	82,014	Blair, Joanna	86,817	Boucher, Celeste	80,139
Benz Tramer, Cara	65,606	Blair, Ruth	102,503	Boucher, Scott	75,066
Berbano, Myra	103,520	Blakley, Cindy	50,887	Boulanger, Debbie	63,100
Berdos, Veronica	96,881	Blanco, Bruce	116,241	Boulet, Nathan	80,359
Bereti, Lorilee	98,842	Blanco, Leoer Richard	73,141	Boulet, Ray	52,641
Bereziuk, Chantel	118,860	Blanco, Marianne	96,054	Bourgault Fagnou, Michelle	79,921
Berezowski, Mark	69,010	Blaser Lindenbach, Juliann	69,684	Bourret, Lavonne	74,531
Berg, Cathy	64,926	Blayone, Sherie	90,596	Bovee, Sabrina	69,897
Berg, Shauna	71,836	Blelloch, Alaina	62,376	Bowen, Francis	337,466
Bergen, Rachel	87,611	Blenkinsop, Debra	52,882	Bowen, Max	76,180
Bergeron, Vanessa	64,187	Blerot, Viviane	53,227	Bowers, Erin	54,581
Bergquist, Christa	76,343	Bloch, Kevin	69,921	Bowles, Brooke	88,407
Bernal, Ronald	121,301	Blommaert, Patricia	75,383	Boyachek, Michelene	94,841
Bernardo, Patrick Ericter	90,671	Blommaert, Teresa	51,541	Boyd, Lori	50,406
Bernhardt, Geraldine	95,571	Bobetsis, Gus	86,383	Boyd, Marion	95,950
Beros, Carla	75,720	Bobetsis, Logan	119,184	Boyd, Neeja	69,718
Berry, Raissa	84,659	Bobetsis, Spero	73,333	Boyer, Mary	122,159
Bertram, Tracy	94,895	Boczulak, Dianne	52,806	Boyer, Megan	55,114
Berube, Daniel	61,660	Bodani, Jayalaksh	455,352	Boyle, Laura	57,098
Besplug, Ellice	67,028	Bodnar, Delila	72,633	Bradford, Michelle	79,667
Beutel Fox, Bonny	82,385	Bodnar, Jody	77,206	Bradish, Miranda	70,478
Beutler, Cheryl	74,245	Bodnarchuk, Tanya	77,894	Brady, Ray	80,688
Beutler, Muriel	106,427	Bodnaryk, Sharon	94,264	Braithwaite, Rhonda	81,778
Bialobzyski, Kendra	101,013	Boehme, Leslie	61,113	Brandt, Aimee	78,482
Bialobzyski, Kimberly	61,535	Boehmer, Mavis	89,893	Brass, Elisabeth	106,550
Bichel, James	113,846	Boekelder, Roxanne	56,916	Braun, Angela	59,246
Bieber, Michelle	68,919	Boese, Erin	112,976	Braun, Dona	91,450
Biegler, Leah	75,255	Boey, Joan	128,053	Braun, Jacquelin	164,750
Bien, Marilyn	55,255	Bogdan, Mary	51,035	Bray, Amy	63,087
Bigalky, Jodie	59,877	Bohun, Stefanie	68,333	Bregenser, Heather	82,156
Bigelow, Jeannette	82,484	Bolen, Karyn	72,773	Bremner, Kelli	55,077
Bihag, Helen Rose	110,414	Bolen, Yvette	81,258	Brenzil, Marlene	70,917
Bilan, Denise	72,813	Bolianatz, Josie	70,570	Bresciani, Allison	60,955
Bilan, Michelle	77,652	Boncato, Rowell	56,170	Brezinski, Lori	50,418
Bilash, Tara	61,993	Bondarchuk, Aaron	63,186	Brian, Daniel	78,623
Bilkey-Behrns, Phyllis	73,568	Bondarchuk, Eric	128,749	Briand, Sandra	90,020
Billett, Catherine	90,035	Bonderoff, Hazel	93,395	Bridger, Lisa	51,237
Bilo, Maria	107,840	Bondoc, Mavelyn	109,987	Briere, Bonnie	103,014
Bingham Adams, Karen	126,872	Bonokoski, Jodi	99,621	Briere, Celeste	106,460
Binner, Arlene	79,786	Booker, Elizabeth	86,236	Brigham, Debra	50,009
Bird, Judy	72,536	Booker, John	80,606	Brin, Jolyn	82,562

# Appendix C: Payee List

<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>
Brisbois, Elva	94,084	Bugoy, Kristyn	89,296	Cairns, Lisa	106,157
Brittner, Lindsay	79,542	Bugyi, Shari	81,032	Caladiao, Cherissa	101,427
Brittner, Natalie	69,362	Buhler, Tracy	92,721	Calamba, Amparo	143,421
Britton, Debra	64,445	Bulgis, Pamela	93,949	Calcraft, Susan	104,286
Britton, Karen	67,000	Bulka, Tiffany	55,019	Calder, Dawn	153,617
Broadfoot, Blair	107,345	Bulych, Kristen	86,022	Caldwell, Jeannette	81,136
Brochu, Angela	69,542	Bunce, Charlene	92,846	Caleval, Robert	79,459
Brochu, Mark	91,358	Bundus, Kareen	51,732	Calhoon, Mae	98,623
Brocklehurst, Randie	87,384	Bunker, John	101,050	Calibaba, Kristen	87,842
Brockman, Anita	81,677	Bunsay Gotoc, Maria	54,246	Calibaba, Megan	70,092
Brockman, Shannon	82,080	Teresa		Calibjo Cruz, Chyrel	102,754
Brodersen, Stephanie	76,923	Burant, Cary	87,833	Calimente, Doris	73,785
Brodt, Jody	51,049	Burant, Colette	109,785	Calland, Bryan	93,095
Brolund, Roxanne	71,235	Burant, Denise	59,506	Callum, Marilyn	93,135
Brolund, Trudy	69,720	Burant, Rodney	89,103	Camara, Clorinda	56,583
Brooks, Denise	108,724	Burchi, Jo Anne	74,075	Camba, Anicia	56,974
Brooks, Tracy	51,841	Burchi, Melissa	68,261	Cameron, Bonnie	110,014
Brookshire, Michael	56,416	Burechailo, Della	58,202	Cameron, Faith	94,323
Brossart, Cory	90,232	Burgess, Christa	86,581	Cameron, Jay	57,083
Brotzel, Susan	76,490	Burgess, Janice	82,751	Cameron, Katherine	101,562
Broughton, Marlene	85,205	Burgess, Susan	92,699	Cameron, Pamela	87,781
Brown, Alison	91,117	Burkitt, Shannon	186,848	Cameron, Tina	107,226
Brown, Brenda	57,977	Burnay Vaags, Gisele	88,419	Camins-Olmstead, Jocelyn	100,396
Brown, Corrinne	63,319	Burns, Carol	74,088	Campbell, Alison	52,268
Brown, Jeff	233,390	Burns, Michele	66,576	Campbell, Brenda	82,080
Brown, Jessica	87,021	Burns, Raelynn	89,472	Campbell, Gordon	70,140
Brown, John	113,377	Burns, Sarah	90,938	Campbell, Jessica	66,868
Brown, Ramona	69,412	Burritt, Jennifer	53,752	Campbell, Lisa	58,302
Brown, Shauna	73,524	Burton, Amanda	71,512	Campbell, Margaret	64,396
Brownlee, Dianne	96,431	Burym, Roxane	56,526	Campbell, Shannon	71,658
Brubacher, Mary	116,725	Busby, Camille	74,823	Campbell, Tina	66,099
Bruce, Colleen	100,737	Busch, Delanna	79,665	Campbell, Tyler	83,842
Bruce, Marissa	61,260	Busch, Julie	92,737	Canham, Krista	62,459
Bryant, Lenore	106,157	Busch, Lynne	80,500	Canning, Kimberley	87,976
Brydon, Daniel	68,054	Busch, Michelle	65,439	Cannon, Cheryl	58,788
Bryson, Genevieve	124,792	Buss, Florence	68,809	Cano, Laura	103,181
Buchan, Nancy	89,649	Butalid, Ivy	64,071	Canute, Raymond	84,947
Buchanan, Linda	114,536	Butler, Erin	50,679	Caragata, Cindy	89,360
Buchholz, Marc	133,800	Butler, Joyce	91,099	Carasig, Daisy	86,574
Buckoski, Mary	78,829	Butler, Karen	104,439	Card, Ruth	70,407
Bucsis, Debra	50,681	Butler, Lindsay	93,300	Cardwell, Kenneth	85,389
Budd, Hazel	50,883	Butz, Colleen	53,054	Cargill, Brad	89,352
Budd, Megan	63,878	Buyze, Desiree	79,165	Carino, Merie Dho	103,593
Buddecke, Judith	103,615	Buzash, Candace	79,901	Carlson, Amy	52,274
Bueckert, Devin	98,812	Buzash, Robert	91,690	Carlson, Andrea	50,450
Bueckert, Kimberly	71,288	Buzila, Dora	107,255	Carlson, Cheryl	91,946
Buemio Campbell, Cecilia	154,603	Cabacungan Ecim, Clarina	106,465	Carlson, Ed	70,734
Buen, Caroline	120,849	Cabigon, Enrico	502,372	Carlson, Lorri Ann	153,556
Buenavista, Rosemarie	96,492	Cabral, Joanne	97,350	Carlson, Shelley	66,211
Buendia, Johanna	113,306	Caburao, Crystal	113,894	Carlson, Stephanie	111,547
Bueno, Kathlene	100,522	Cadrin, Marie	115,901	Carlson, Teresa	153,556
Buergel, Robyn	76,861	Cain, William	81,557	Carman, Chris	69,304

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Carman, Shelan	52,160	Chasse, Bonnie	50,912	Clement, Loreen	98,949
Caro, Josephine	96,556	Chaykowski, Kim	68,752	Clemmenssen, Jolene	78,192
Caron, Tiffany	95,100	Checkley, Brian	59,691	Clews, Krystal	104,683
Carpenter, Amanda	66,572	Chen, Shan	104,552	Cloutier, Andrea	70,464
Carr, Gary	64,500	Cheney, Janet	77,873	Coates, Anna	105,960
Carr, James	68,675	Chepil, Julie	58,076	Coates, Nancy	130,228
Carr, Lee Ann	89,575	Chernick, Christina	81,496	Coates, Tamara	74,990
Carr, Lisa	81,020	Chernoff, Amy	79,448	Cobbledick, Bev	76,163
Carr, Michelle	75,837	Cherwinski, Jennifer	92,241	Coburn, Ronald	80,355
Carrell, Dawna	75,287	Chesko, Delee	52,145	Cochrane, Shelley	73,754
Carreon, Jeniffer	86,433	Chesters, Patricia	80,617	Code, Barbara	92,094
Carson, George	283,417	Chestney, Sherry	75,354	Coderre, Terri	93,963
Carson, Kelly	100,682	Chevalier, William	76,775	Cody, Kim	54,821
Carson, Ramona	84,670	Chevrier, Karen	89,527	Colclough, Maureen	73,359
Carter, Caitlin	57,166	Chew, Foong	74,790	Cole, Kendra	101,038
Carter, Crista	61,944	Chicoose, Delmar	65,060	Cole, Melissa	86,972
Carteri Bitz, Francesca	89,564	Ching, Nancy	109,503	Cole Sebastian, Valerie	79,118
Carton, Dayna	71,686	Chisholm, Joanne	129,690	Coles, Kathie	91,099
Carton, Susan	96,665	Chomyn, Terry	92,859	Collins, David	89,925
Cartwright, Colleen	56,484	Chorneyko, Anita	51,448	Collins, Kristin	69,959
Carubio, Ruth	81,774	Chrispin, Victoria	55,625	Comrie, Kim	66,515
Carvell, Daylene	54,464	Christensen, Tamara	100,666	Concha Jr, Treceio	96,726
Carvell, Leona	95,966	Christmann, Alison	68,577	Conrad, Marcie	62,419
Case, Sherry	64,471	Christoph, Valerie	136,183	Constantino, Eleonor	112,257
Case, Victoria	57,323	Christopherson, Catherine	72,798	Contreras, Gisela	59,907
Casemore, Chris	101,577	Christopherson, Clifton	65,044	Cook, Andrea	90,424
Casemore, Janel	105,424	Christopherson, Kim	72,228	Cook, Laurie	66,215
Cash, Kathy	50,783	Chrusch, Wendy	294,715	Cook, Stephanie	106,261
Castle, Meghan	55,028	Churchman, Carol	101,246	Cooke, Ashlyn	64,874
Caufield, Lana	89,066	Churko, Donna	103,800	Coomaran, Vettivelu	70,056
Cavan, Janine	64,237	Chursinoff, Charlene	78,388	Coombs, Leann	65,351
Cave, Christopher	81,624	Cibart, Janice	92,450	Cooney, Duddow	85,807
Cave, Courtney	66,176	Cielo, Aida	106,904	Coons, Pamela	108,066
Cavers, Stephanie	115,901	Ciortan Schurko, Sharon	50,411	Coons, Stephanie	69,674
Cayabyab, Almerante	128,231	Clare, Robert	99,744	Cooper, Daniel	82,080
Cayari, Necita	96,891	Clark, Jamie	92,859	Cooper, Lisa	55,505
Cazakoff, Sharon	96,919	Clark, Lesley	86,065	Cooper, Lucinda	52,177
Cerato, Janice	86,433	Clark Downton, Cynthia	63,743	Cooper, Ronald	97,313
Ceredon, Marife	56,437	Clark Musschoot, Melissa	113,134	Corley, Stacy	68,006
Chabot Baker, Jeanne	101,120	Clarke, Charlene	105,837	Corscadden, Wendy	76,773
Chamberlin, Lindsay	81,665	Clarke, Ellen	73,211	Cortes, Stacey	86,297
Chamberlin, Lisa	106,157	Clarke, Jacquelyn	82,436	Cortes Santos, Karen Mae	105,423
Chamney, Hali	152,442	Clarke, Janelle	59,381	Cossette, Marlee	81,645
Chan, Michael	74,612	Clarke, Sheryl	97,964	Costron, Stephanie	64,836
Chan, Samdaye	76,921	Clarke, Tina	80,163	Cote, Marion	93,538
Chapman, Brenda	112,355	Clarkson, Tracy	60,425	Cote, Shannon	95,287
Chapple, Alan	153,552	Classen, Michelle	57,933	Coulson, Carla	53,531
Chard, Erin	74,278	Clay, Adeline	89,896	Coulter, Bill	93,105
Chard, Stephen	79,240	Clay, Jack	50,329	Coulter, Cindy	62,404
Charette, Brenda	84,307	Claypool, Shannon	109,985	Coulter, Jessa	66,479
Charles, Jennifer	84,404	Cleggett, Janet	65,703	Coulthard, Denise	65,324
Chartier, Lanaya	106,453	Clelland, Dana Lu	76,399	Coulthard, Maureen	103,090



# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Counios Gane, Aikaterina	82,450	Dahl, Lindsay	86,416	Dehmke, Cheryl	75,129
Courtney, Jacci	65,140	Dahlgren, Lori	79,774	Deis, Patti	70,000
Covert Rutenber, Laurie	67,502	Dakinewich, Lori	74,885	Deiter, Robert	52,752
Cowan, Shannon	81,638	Daku, Bonnie	100,182	Dela Cruz, Lesley Ann	104,883
Cozman, Shelley	50,370	Dally, Katherine	106,427	Dela Cruz, Nilo	130,521
Craig, Angeline	77,859	Dalmeida, Donna	105,218	Delaforest, Irene	64,904
Craig, Dawn	89,378	Dalrymple, Megan	77,345	Delainey, Linda	83,286
Craig, Joseph	52,965	Daly, Jason	69,833	Delorme, Marvin	66,032
Cramm, Marlene	69,431	Dancsok, Marie	81,477	Delsnider, Allison	99,152
Craven, Valorie	54,275	Daniar, Katie	65,567	Demeray, Amy	76,090
Crawford, Judy	66,561	Danielson, Carla	78,785	Demeria, Anne	102,160
Creurer, Jeanne	70,203	Danielson, Deborah	97,624	Demerse, Vicki	82,080
Criton, Vanessa	67,339	Danley, Joy	50,027	Deminchuk, Kimberley	74,165
Crittenden, Shirley	98,308	Danylczuk, Mike	86,806	Dempsey, Charlene	73,161
Crocker, Tracy	66,118	Danyliw, Brian	118,137	Demyen, Alisha	88,365
Crone, Darlene	51,108	Danyliw, Carol	58,941	Demyen, Marina	55,798
Crook, Beverley	73,570	Dappay, Carina	90,671	Deneve, Dominika	50,003
Crookshanks, Carolyn	95,312	Daradich, Tracey	54,870	Denham, Jocelyn	51,521
Cross, Beverley	92,339	Darapiza, Rubelyn	56,411	Denham, Terence	64,500
Cross, Brenda	64,295	Darjes, Paulette	74,780	Denouden, Kathleen	81,113
Cross, Bryan	104,882	Datchko, Melissa	71,103	Dentremont, Andre	89,514
Cross, Treena	90,586	Dauncey, Jennifer	113,514	Deogaygay, Janice	102,176
Cross Black, Alicia	64,007	Dauphinais, Cori	80,460	Depeel, Whitney	55,380
Crossley, Laurie	87,988	Davalos, Pablo	76,909	Deregowski, Andrea	60,226
Crowe, Nanciann	73,778	Dave, Shiv	53,586	Derow, Lovadie	59,773
Crozier, Margaret	99,107	David, Marc	62,719	Deschene, Callierhea	56,487
Cruise, Loretta	85,990	Davidowich, Lorrie	132,984	Desjardins, Annette	84,070
Crump, Irene	62,520	Davidson, Barbara	90,139	Desjarlais, Elise	79,218
Csoke, Tricia	53,417	Davidson, Cathy	108,666	Desjarlais, Tyler	57,592
Csodom, John	65,457	Davidson, Vivian	194,099	Desnomie, Doreen	80,187
Cuddington, Terry	76,857	Davies, Karen	107,067	Desnomie, Harry	91,172
Cudmore, Margaret	64,334	Davies, Valerie	153,645	Desrochers, Miranda	93,671
Culig, Ernesto	82,644	Davies, W Paul	69,741	Desrosiers, Bernard	70,319
Culig, Glory	173,714	Davis, Nora	67,031	Detiquez, Ronaldo	119,531
Culig Dalziel, Jasmin	68,854	Dawson, Lorna	93,843	Deutsch, Lesley	53,391
Cullen, John Paul	153,556	Day, Christine	100,676	Devaraj, Ramachand	348,856
Culling, Carla	98,741	Day, Edward	108,556	Dew, Cheryl	105,537
Cullins, Joan	55,543	Dayne, Jacquelen	147,742	Dew, Heather	52,128
Currie, Lynne	147,128	De Castro, Sienna Angeli	124,291	Dewald, Connie	97,114
Currie, Marjorie	82,215	De Guzman, Jenny	129,163	Dewar, Keith	119,733
Currie, Nicolle	116,274	De La Cruz, Vincent	121,039	Dewar, Kimberly	64,470
Currie Noble, Jill	79,344	De Los Reyes, Sonia	66,054	Dewitt, Kathryn	55,134
Currin, Marlene	54,781	Dean, Erlinda	67,322	Deydey, Kimmberly	62,906
Curry, Glenna	117,385	Dean, Valerie	74,726	Dhaliwal, Mohinder	66,636
Curtis, Deborah	131,454	Debesai, Michael	54,675	Dhami, Sukhdeep	63,944
Curtis, Patricia	91,352	Deck, Gordon	65,891	Dhillon, Kam	159,368
Curtis, Rob	93,244	Deck, Heather	79,173	Di Paolo, Giustina	82,360
Cuthill, Kassandra	62,468	Deck, Melinda	95,090	Dickie, Crystal	75,945
Cwynar, Chris	92,464	Decorby, Bonny	61,180	Dickie, Kim	69,159
Daaza, Rosemary	98,868	Decosmo, Carla	86,614	Dickie, Stephen	116,657
Dabao, Cherrylyn	54,847	Deets, Barbara	104,257	Dickin, Tamara	105,479
Dabao, Shevie Ann	60,574	Degenstein, Debra	50,929	Dickson, Karen	91,656

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Diehl, Brenda	75,729	Dorsch, Meghan	81,300	Durand Ray, Nanette	55,266
Dielschneider, Lori	94,690	Dosdall, Cheryl	85,183	Dureau, Crystal	86,738
Dielschneider, Pat	90,992	Doucette, Danielle	56,094	Dureault, Gloria	60,570
Dielschnieder, Lynne	101,529	Doucette, Rebecca	89,105	Dusselier, Lindsay	88,272
Diener, Tania	313,238	Douglas, Adrienne	56,362	Dusterbeck Colhoun, Tammy	79,653
Diestro, Madeline	109,958	Douglas, Alyssa	57,507	Dusyk, Bradley	66,496
Diewold, Lisa	75,436	Dovell, Margaret	96,237	Dutchak, Kristin	128,661
Diewold, Shauna	69,673	Downey, Scott	87,417	Dvernichuk, Ranel	71,649
Diloha, George	51,354	Downs, Larissa	76,854	Dybvig, Colleen	108,816
Dima, Anda	90,226	Downton, Michelle	88,437	Dyck, Darla	121,943
Dimaano, Maria Analiza	105,549	Drackett, Catherine	61,560	Dyer, Deborah	91,446
Dimalanta, Maria	57,041	Drackett, Nancy	80,713	Ealey, Dianne	51,885
Diamond, Jory	59,519	Dragan, Nicole	86,913	Earnshaw, Karen	172,246
Dix, Vanessa	93,886	Drake, Peggy	91,142	Earnshaw, Theresa	92,843
Dixon, Bonnie	53,635	Dreher, Annemarie	70,098	East, Lori	99,618
Dixon, Lana	67,369	Dreher, Julie	87,477	Easton, Bonnie	71,238
Dixon, Laura	52,070	Dribnenki, Carolyn	95,785	Eastuke, Louisa	51,579
Dixon, Wendy	106,427	Droder, Danielle	87,200	Ebbett, Heather	88,864
Dizon, Josephine Iris	75,691	Drummelsmith, Jean	51,515	Eberle, Janet	89,589
Dizy, Jacquelin	116,074	Drummond, James	106,427	Eberlein, Shanti	78,971
Dmyterko, Myles	78,436	Dubey, Gaurav	73,714	Edgar Cozine, Shelly	121,383
Dmyterko, Sylvia	93,967	Dubin, Michelle	54,708	Edge, Linda	110,625
Dmyterko, Zenia	74,250	Dubois, Brenda	80,793	Edgerton, Jordan	87,997
Dmytriw, Pam	94,285	Duchak, Catherine	87,600	Edmands, Carol	101,934
Doan, Pamela	75,748	Ducharme McAuley, Alma	51,914	Edmands, Jeff	102,052
Dobra, Sandra	87,856	Ducharmie, Tricia	72,108	Edmands, Laura	82,512
Dobranski, Bonnie	69,280	Duff, Afton	94,307	Edmondson, Noreen	55,392
Dobson, Joy	236,381	Dufour, Debra	69,165	Edwards, Colleen	51,209
Dockendorff, Teresa	56,861	Dugal, Amber	61,752	Edwards, Joanne	80,013
Doering, Frances	60,831	Dugas, Sarah	51,194	Edwards, Kristopher	53,149
Doerksen, Korin	53,293	Dujardin, Cheri	50,883	Egeto, Kyle	81,034
Doerksen, Norma	77,614	Duke, Bradley	60,289	Ehrlich, Victoria	106,157
Dolha, Lloyd	80,732	Duke, Cheryl	88,885	Ehrmantraut, Donald	132,983
Dolor, Jacqueline	89,398	Duke, Lori	53,985	Eichhorst, Helga	80,681
Domingo, Francis	89,428	Dumont, Edgar	53,408	Ekdahl Johnston, Allison	65,502
Donald, Angela	76,848	Dumont, Erica	72,028	El Kelani, Marry	52,192
Donald, Heather	91,099	Dumont, Kelsey	99,232	Elder, Kristin	107,446
Donaldson, Tanya	50,374	Dumont, Loreen	103,772	Elder, Marian	85,492
Dong, Cindy	82,055	Dumont, Zachary	106,558	Eley, Maureen	74,146
Donison, Jennifer	94,481	Duncan, Shannon	65,261	Elkew, Jada	67,392
Donison, Milena	87,469	Duncan, Tessa	93,976	Ell, Grettalyn	155,112
Donison, Nicole	79,687	Dunfield, Vera	101,466	Ell, Sandra	99,362
Donison, Rebecca	75,122	Dunford, Lynette	97,961	Ell, Sharlene	65,564
Donnelly, Edna	78,517	Dungca, Nova	98,396	Ellard, Marina	73,127
Donnelly, Jo Anne	99,528	Dunkeld, Diedre	82,234	Elliott, Heather	93,838
Donnelly, Mellissa	114,563	Dunlop, Kim	115,175	Ellis, Carla	94,885
Donst, Lesley	80,786	Dunn, Shauna	95,719	Ellis, Lauren	68,217
Dore, Brie	79,062	Dunphy, Corry	74,626	Ellis, Sharon	81,564
Dore, Pauline	80,571	Dunville, Deanna	107,178	Ellis, Tracey	142,577
Dorgan, Heather	101,662	Dunville, Nicole	78,948	Ellis, Yvonne	57,373
Dornstauder, Amanda	74,645	Duong, Tu	101,733	Elmberg, Lori	94,989
Dornstauder, Kenneth	98,602	Dupont, Heidi	88,670		



# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Elton, Candice	78,649	Evans, Lynn	50,033	Findlay, Jennifer	63,022
Eluwa, Michael	55,775	Ewart, Amy	73,209	Findlay, Ronalee	77,166
Emeke Okere, Elizabeth	82,917	Ewart, Brian	59,785	Fingas, Gloria	80,944
Emery, Alison	91,162	Faal, Darla	77,768	Fink, Barbara	64,374
Engel, Keith	66,570	Fadare, Deborah	150,291	Fink, Barbara	90,976
Engel, Linda	80,453	Fahlman, Joann	65,285	Fink, Carla	72,467
Engel, Patricia	112,787	Falana, Ayorinde	69,836	Fink, Wendy	65,083
Engele, Carla	76,337	Falk, Lisa	70,532	Fiorante, Connie	69,129
Engele, Kathleen	119,382	Famulak, Jackie	94,479	Fischer, Chandra	77,257
Engen, Katherine	117,333	Farkas, Lynnmarie	70,222	Fischer, Claire	75,655
England, Sienna	66,000	Farmer, Carol	65,338	Fischer, William	97,954
English, Darcy	111,300	Farnden, Janelle	93,818	Fiset Brezinski, Gisele	86,062
English, Toby Kay	68,105	Farnell, Sheila	75,126	Fisher, Monique	105,231
Enmark, Sherry	116,648	Farrell, Ashley	59,460	Fisher Phillips, Heidi	90,411
Enns, Adine	74,748	Farrell, Grace	112,569	Fishley, Melissa	54,829
Ens, Cindy	84,219	Farrer, Chelsea	67,512	Fitzgerald, Jean	96,971
Entner, Darren	110,837	Farrow, Delee	55,541	Fitzgerald, Jeremiah	116,954
Entz, Teresa	71,064	Fauchon, Michelle	96,054	Fitzsimmons, Donald	76,134
Erdelyan, Marla	51,451	Faulkner, April	86,043	Fizzard, Andrea	71,165
Erhardt, Ashly	90,582	Fawcett Kennett, Jacqui	106,427	Fizzard, Sheldon	82,751
Erick, Brenda	50,504	Fay, Christopher	90,115	Flaman, Esther	72,243
Erickson, Betty Ann	54,063	Faye, Rachel	83,317	Fleece, Jason	69,460
Erickson, Heather	99,768	Fedec, Jacqueline	117,856	Fleischman, Chuck	59,516
Erickson, Jennifer	106,157	Federko, Marion	73,715	Fleming, Sharon	73,827
Erickson, Judith	80,158	Fedirko, Lori	77,991	Flengeris, Helen	78,282
Erickson, Michael	50,926	Fehler, Beverly	53,008	Fletcher, Rhonda	89,300
Erickson, Sarah	87,589	Fehr, Wendy	102,845	Floccari, Sabrina	68,587
Eriksen, Terri	50,307	Fellner, Carol	59,461	Flood, Ramona	92,216
Erixon, Lindsey	69,955	Felskie, Angela	81,253	Florek, Leanna	76,215
Erman, Connie	83,289	Ferguson, Janet	90,542	Flores, Karen Kayle	120,387
Erman, Kristine	73,817	Ferguson, Joan	70,908	Flottorp, Sharon	72,864
Ermel, Breanne	58,914	Ferguson, Sheila	94,465	Flowers, Barbara	93,326
Ermel, Kelly Lynn	70,080	Fernandez, Janis	52,938	Flynn, Dana	54,257
Ermel, Rebecca	103,303	Fesciuc, Kimberley	90,679	Focht, Robin	82,500
Eros, Hazel	80,265	Feser, Janice	72,563	Fohr, Chris	91,099
Escott, Susan	105,145	Fesser, Renee	74,284	Foley, Jodi	99,121
Esguerra, Arnold	67,924	Fesyk, Alisha	64,877	Folgering, Ilsa	77,042
Espenell, Gaye	88,766	Fetalino, Mark Anthony	115,972	Folgering, Tina	82,783
Espinosa, Eilene Mae	101,670	Fetch, Bobby	59,709	Folk, Maria	118,328
Essien, Benjamin	70,673	Fetch, Krista	50,883	Folk, Ronald	142,187
Estacion, Raquel	112,329	Fetter, Katherine	97,419	Forbes, Heather	100,417
Estioco, Joseph	98,574	Fichter, Kim	73,384	Forbes, Nichole	71,675
Ethier, Kristen	90,633	Fichter, Lorealee	50,444	Forer, Lindsey	92,571
Euraoba, Cecilia	75,854	Fidler, Bozena	55,558	Forman, Sheila	92,488
Euraoba, Misael	50,171	Fidler, Mariusz	52,879	Fornwald, Amanda	63,664
Euraoba, Valeria	50,577	Field, Cathy	70,967	Fornwald, Elizabeth	76,755
Euteneier, Sandra	149,110	Field, Susan	92,775	Forrester, Christy	72,153
Eva, Maureen	93,487	Filippi, Crystal	84,431	Forsberg, Jaclyn	66,062
Eva, Wilda	67,456	Filippi, Shelly	67,506	Forsberg, Peggy	81,192
Evans, Donna	85,055	Fillmore, Karen	76,332	Forshner, Ruby	93,775
Evans, Julia	52,841	Finch, Jodi Lin	51,686	Fossum, Tiffany	81,692
Evans, Leah	79,798	Findlay, Cyndy	81,621	Foster, Monica	89,250

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Foster, Stephen	70,005	Gabriel, Robyn	68,382	George, Monique	89,314
Foulston, Nicole	72,069	Gabrielle, Michelle	67,384	George, Tricia	77,607
Fox, Colleen	50,488	Gackle, Patricia	87,187	Geran, Barbara	81,069
Fox, Marina	66,372	Gadica, Sandra	67,716	Gerard, Mary	55,998
Francis, Dev	101,106	Galger, Colleen	73,422	Gerber, Victoria	102,825
Francisco, Jane	119,288	Gallagher, Roxanne	70,367	Gerbrandt, Nicole	78,600
Francisco, Lucila	96,056	Gallais, Leandre	81,117	Gerbrandt, Shelley	69,664
Frank, Leah	65,674	Gallais, Nicole	52,262	Gerein, Ruth	81,444
Franke, Amanda	61,466	Gallenger, Kimberly	64,246	Gerhardt, Bradrick	50,935
Franks, Dianne	66,689	Galloway, Sheldon	51,260	Gerhardt, Brenda	73,512
Fraser, Bart	64,202	Gammel, Christine	51,641	Gerhardt, Theresa	87,133
Fraser, Holly	99,684	Gammel, Connie	51,980	Germaine, Sandra	109,088
Fraser, Nicola	81,973	Gammel, Leanne	66,219	Gerspacher, Tracy	102,133
Fraser, Nicole	105,970	Gan, Xiao Juan	56,443	Gessell, Mickey	115,514
Frass, Connie	109,313	Gane, Jaclyn	72,516	Gessner, Dusten	91,915
Fraynak, Joanne	94,258	Garchinski, Lori	115,901	Gettis, Jennifer	50,218
Fredlund, Jennifer	84,113	Garcia, Catherine	96,964	Gettle, Peggy	72,995
Fredlund, Tammy	52,161	Gardikiotis, Tracy	82,331	Getz, Alice	88,980
Freeman, Joanne	123,948	Gardiner, Earl	61,982	Getz, Bradley	54,535
Freeman, Karol	83,506	Gardner, Heather	75,334	Gianoli, Patricia	51,205
Frei, Joanne	76,221	Gardner, Linda	71,824	Gibbons, Katherine	89,668
Freiheit, Karen	111,953	Garnsey, Nicole	85,211	Gibbs, Christina	74,516
Frier, Debbie	82,080	Garratt, Nancy	92,722	Gibney, Kim	53,028
Friesen, Amy	101,716	Garratt, Sharon	153,629	Gibney, Nicole	64,360
Friesen, Della	92,558	Garrett, Sheila	50,718	Gibson, Cathy	71,061
Friesen, Gregory	57,090	Garstin, Connie	100,004	Gibson, David	82,819
Friesen, Wendy	71,946	Garven, Terri	62,405	Gibson, Jeff	101,245
Frisco, Jacquelyn	57,241	Gasper, Jennifer	92,459	Gibson, Lynann	66,604
Fritz, Lola	73,863	Gasteiger, Sabrina	90,840	Gibson, Norleen	60,954
Froehlich, Jason	103,819	Gate, Melissa	87,099	Gieg, Brian	82,267
Froehlich, Shayla	52,956	Gates, Kelsey	65,242	Gieni, Shirley	90,426
Froese, Audrey	81,785	Gatin, Sarah	90,823	Giesbrecht, Colin	102,478
Froh, Lori	93,101	Gattinger, David	54,198	Giese, Sydney	68,036
Froh, Thomas	57,483	Gaudio, Colleen	50,883	Giesinger, Katherine	74,195
Frohlick, Jill	65,426	Gauthier, Debbie	164,651	Giesinger, Shawna	98,212
From, Sandra	105,776	Gavel, Charlene	378,428	Gil, Kimberly	98,693
Frostad, Kathryn	60,896	Gavel, Ryan	67,315	Gilbert, Jennifer	94,432
Fry, Brenda	86,419	Gay, Caitlin	65,408	Giles, Penny	106,157
Fry, Margaret	61,201	Geall, Bonnie	96,272	Gilewicz, Cynthia	50,010
Fuchs, Dwayne	58,245	Gebhart, Deana	51,511	Gilewicz, Eileen	97,971
Fuchs, Stacy	86,329	Gebhart, Deanna	104,015	Gill, Marianne	57,039
Fuchs Lacelle, Shannon	80,161	Gebregizber, Liya	54,072	Gill, Shirley	53,197
Fuerte, Jaemie Rae	106,118	Gebreyesus, Dessie	50,010	Gillanders, Jennifer	77,812
Funk, Tara Lee	70,904	Gee, Nathan	66,825	Gillert, Alicia	68,520
Funke, Annamarie	97,477	Geiger, Natasha	56,057	Gilliss, Sarah	73,363
Funke, Sarah	81,410	Geis, Kristina	83,982	Gimeno, Honeyeth	97,202
Furman Pelzer, Susan	92,211	Gelowitz, Denise	117,608	Giroux, Kristin	74,675
Gabel, Grant	88,003	Gementiza, Mariel	99,279	Giroux, Robin	69,578
Gabel, Leslie	100,619	Genoves, Gilma	71,001	Glabus, Shelley	69,364
Gabora, Balynda	94,824	Genoves, Wilbert	102,260	Glas, Shannon	92,571
Gaboury, Adele	54,597	Gentles, Shirley	109,819	Glasser, Carol	130,096
Gabriel, Melissa	112,881	George, Alexa	75,904	Glasser, Monica	63,946

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Glendenning, Lorraine	103,642	Grant, Gerri	78,342	Gumban, Avelino Jr	172,918
Glettler, Marlene	81,571	Grant, Marnie	61,984	Gummeson, Mary Ellen	88,509
Globa, Maryann	106,157	Grasdal, Patricia	108,265	Gunther, Tamara	63,796
Gmerek, Renita	96,596	Gray, Carolyn	105,441	Gurskey, Connie	86,581
Goddard, Dani	66,296	Gray, Georgina	51,838	Gurski, Penny	106,157
Godenir, Leah	53,911	Greanya, Leonard	72,189	Gust, Louise	55,589
Godfrey Wall, Crystal	72,004	Greaves, Annemarie	106,157	Gustilo, Andrea	103,700
Goertz, Lindsey	81,689	Greaves, Jolene	82,217	Gutheil, Jocelyn	150,775
Goetz, Anthony	75,159	Greaves, Patricia	95,690	Gutwin, Kim	80,694
Gogal, Shannon	79,450	Grebinsky, Cindy Lou	106,627	Guy, Melinda	58,845
Gokavi, Christina	81,486	Green, Andrea	72,211	Guy, Sheri	63,941
Gold, Heather	53,166	Green, Carla	94,141	Gwilliam, Rosella	92,654
Goldfinch Dube, Carmen	102,783	Green, Dianne	93,011	Gyorfi, Cindy	67,550
Golding Guest, Leanne	70,931	Green, Karen	51,627	Gyorfi, Marie Anne	63,946
Goldstone, Shannon	54,765	Green, Nicole	79,620	Haas, Amanda	86,497
Golemba, Shirley	66,684	Greene, Melissa	97,080	Habac, Hanna	52,671
Gomez, Jugen	180,198	Greene, Verla	95,785	Habte, Weyneshet	50,653
Gonzales, Gema	105,101	Greenwood, Kent	65,472	Hachkewich, Lea	69,317
Gonzales, Marlon	90,509	Greenwood, Pat	96,450	Hachkewich, Yvonne	72,704
Gonzalez, Mayra	72,621	Gregoire, Barbara	100,347	Hagan, Tracy	96,934
Goodtrack, Jacquelin	75,296	Gregory, Jemma	68,076	Hagen, Naomi	107,375
Gordon, Denise	57,088	Gregory, Laura	100,620	Hagen, Robyn	58,650
Gordon, Robert	73,527	Greschuk, Sandra	75,865	Hagerty, Tamara	72,010
Gorectke, Kathryn	68,825	Gress, Penelope	74,514	Haggarty, Karen	50,411
Gorin, Valerie	90,727	Greville, Jason	80,268	Hagglund, Marlene	89,568
Gorkoff, Tonya	68,188	Griffin, Carolyn	74,382	Hahn, Amanda	52,524
Gorman, Amber	101,349	Griffin, Denise	82,454	Haid, Heather	68,438
Gorman, Nada	57,755	Griffiths, Tara	99,115	Haid, Lori	100,758
Gorrill, Faye	74,296	Griggs, Karlee	80,929	Haines, Michael	91,099
Gotchia, Guylaine	184,722	Grills, Gloria	59,561	Haines, Winnifred	104,439
Gotchia, Kelsi	69,563	Grimard, Cindy	75,501	Halbgewachs, Darci	63,000
Gotoc, Menardo	74,730	Grimeau, Fern	50,015	Halbgewachs, Maxine	90,351
Gottselig, Anita	72,643	Grimm, Helen	71,847	Hale, Barbara	92,937
Gottselig, Darryl	70,704	Grismer, Dana	100,408	Haley, Shelly	96,292
Goud, Bonnie	68,570	Grobowsky, Kerri	64,451	Halford, Jacquelin	50,318
Goud, Britta	69,088	Grohs, Ashley	90,740	Haliwyz, Kathleen	58,367
Gould, Tracy	71,275	Grohs, Trina	91,456	Hall, Collette	138,810
Govender, Ashokran	52,695	Gronhovd, Wanda	89,685	Hall, Darla	107,574
Graca, Vanessa	76,320	Gross, Alexandra	95,895	Hall, Leanne	51,121
Graf, Jennifer	78,943	Gross, Joren	74,446	Hall, Shirley	74,813
Graham, Arlene	109,596	Gross, Linda	100,767	Hall Galger, Tara	52,636
Graham, Christina	80,794	Grothe, Alison	77,803	Halladay, Amanda	62,864
Grahame, Sophie	57,412	Gryba, Carmon	52,587	Halldorson, Hallie	73,637
Grainger, Christina	96,486	Gryschuk, Paul	59,862	Haluik, Alana	73,081
Grammatico, Dino	660,130	Guansing, Alistair	107,172	Ham, Sharon	55,478
Grand, Stephanie	69,493	Guenther, Sharon	79,769	Hamelin, Paula	69,082
Grandel, Contessa	67,818	Guenther, Zonia	71,588	Hameluck, Paul	113,458
Grandish, Susan	115,901	Guenzel, Suzanne	85,851	Hamilton, Breanna	66,170
Grane, Heather	90,909	Guerra, Fernando	72,939	Hamilton, Kieran	85,936
Granello, Marco	76,892	Guerra, Rachel	51,165	Hammond, Shea	51,605
Granello, Yvonne	74,340	Guest, Tamara	92,369	Hango, Valerie	69,859
Granger, Morag	108,920	Gulka, Suzanne	102,872	Hanna, Shari	109,475

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Hannaford, Nicole	96,304	Hashem, Shannon	67,711	Herbert, Tamara	57,449
Hannah, Rhonda	119,940	Hashimi, Samira	76,709	Herbison, Sherry	82,080
Hannah, Suzanne	98,509	Hastings, Nadine	52,345	Herczakowski, Leanne	102,210
Hanofski, Cindy	52,829	Haubrich, Georgena	63,916	Hergott, Cecilia	54,268
Hanowski, Alicia	90,146	Haukaas, Barry	85,197	Herman, Jacquelin	68,371
Hanowski, Jolene	100,448	Haukeness, Lora	81,368	Herman, Nicki	53,807
Hansinger, Sonia	97,530	Hauser, Corina	81,362	Hernandez, Hennessy	110,878
Hanson, Alexandra	83,930	Hauser, Jeff	102,792	Hernani, Xyzary	117,891
Hanson, Brenda	123,056	Hawco, Nicole	73,572	Hermdier, Crystal	75,130
Hanson, Nancy	73,169	Hawes, Cynthia	77,364	Herod, Corey	102,855
Hanson, Nicole	81,127	Hawkins, Cynthia	95,343	Herod, Elizabeth	51,702
Hanson, Rachelle	74,517	Hawkins, Pamela	107,099	Herom, Wendy	53,779
Hanson, Trisha	81,885	Haynes, Jennie	56,960	Herperger, Kristy	105,725
Harden, Jennifer	51,231	Hayter, Carrie	86,662	Herrell, Jessica	64,580
Harder, Brenda	103,865	Hazen, Michelle	98,091	Herzog, Mark	85,074
Harder, Ruth	57,782	Hazzard, Brandy	91,024	Herzog, Sharla	90,670
Hardy, Bruce	54,910	Head, Dorothy	73,305	Hesketh, Brittney	93,748
Hardy, Marion	69,278	Head Sabtiu, Helen	74,148	Heuchert, Lois	57,594
Hardy, Nicole	69,136	Heaney, Celeste	98,930	Heuchert, Wendy	56,608
Harker, Kendra	52,544	Heathcote, Debra	58,922	Hewitt, Lisa	58,857
Harle, Connie	102,446	Heathcote, Jon	78,568	Hextall, Denise	85,626
Harley, Raylene	70,878	Hebert, Ann	112,175	Hextall, Gail	72,071
Haroldson, Joyann	93,508	Hebert, Deanna	89,665	Heywood, Danae	77,745
Harper, Catherine	78,209	Hebig, Sandra	50,420	Hicke, Janice	56,050
Harper, Kyla	60,145	Hedstrom, Brent	77,677	Hickey, Jacquelin	106,959
Harrietha, Rose	63,970	Heebner, David	104,102	Hicks, Daniel	75,731
Harris, Charlotte	90,023	Heenan, Donald	69,466	Hicks, Roy	69,376
Harris, Kimberly	50,038	Heerspink, Brett	54,845	Hiebert, Brenda	89,916
Harris, Yvonne	93,244	Hegedus, Beverley	81,138	Hiebert, Nicola	59,482
Harrison, Heather	99,463	Hegglin, Karen	65,641	Hiebert, Orrey	71,169
Harrison, Ian	90,892	Hein, Shannon	111,539	Higgins, Edward	220,012
Harrison, Lorrie	95,284	Heinrichs, Menno	114,088	Highmoor, Laura	67,343
Harrison, Matthew	62,302	Heinrichs, Ronald	60,846	Hiibner, Linda	61,845
Harrison, Scott	99,605	Helfrick, Michelle	55,333	Hiibner, Michelle	53,121
Harrison, Terry	54,821	Heller, Lacey Jayde	56,349	Hill, Carrie	56,440
Hart, Emily	61,156	Helmond, Dan	64,363	Hill, Donna	67,235
Hart, Jessica	54,188	Hembroff, Margaret	68,172	Hill, Keith	79,473
Hart, Regan	50,582	Hembroff, Markie	53,054	Hill, Kristie	67,249
Hartley, Karen	132,253	Hemm, Sheree	73,512	Hill, Micheal	80,397
Hartley, Teresa	82,089	Hemsley, Veronica	71,779	Hill, Shane	50,340
Hartman, Carla	83,246	Hendrickson, Brenda	151,841	Hill, Sherry	88,621
Hartman, Maria	74,279	Hengen, Jeanette	95,705	Hill, Stefanie	71,199
Hartman, Valorie	64,177	Henley, Jean	57,816	Hillier, Justin	90,522
Hartness, Collin	95,843	Henneberg, Patricia	102,261	Hills, Jodie	61,481
Hartney, Heather	94,227	Hennink, Maurice	285,669	Hipolito, Christabella	112,091
Hartney, John	104,882	Henricksen, Rosemary	81,309	Hislop, Jessica	66,060
Hartwell, Randi	96,981	Henrion, Karen	77,056	Hitchcock, Edward	92,004
Harty, Carolyn	107,610	Henry, Doris	103,467	Hitchings, Kristin	54,010
Harty, Tanya	74,429	Henry, Lana	87,358	Hlewka, Jae Lyn	66,690
Harty, Wayne	88,525	Hepting, Carol	80,754	Hnidek Wilson, Lydia	106,362
Harvey, Ella	93,975	Hepworth, Shelley	81,071	Hobbins, Melanie	67,283
Hasenack, Lisa	61,154	Herasymuik, Elaine	99,453	Hoberg, Leah Ann	50,280

# Appendix C: Payee List

<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>
Hockley, Elaine	99,773	Horse, Lucille	64,058	Hutchings Besse, Janice	151,729
Hodge, Jacquelin	51,747	Horsman, Barbara	54,960	Hutchinson, Marian	100,758
Hodges, Rachel	63,896	Horsman, Paulette	136,545	Huys, Deborah	106,157
Hodgson, Holly	132,984	Horvath, Joyce	50,839	Hydaman, Janis	66,640
Hodson, Dellina	79,965	Horvath, Ken	110,013	Hyer, Jeanne	55,662
Hodson, Paul	96,798	Horvath, Lois	64,964	Hynds, Shannon	95,453
Hoefflicher, Jean	71,465	Horvey, Lisa	85,831	Hysuick, Kerri	81,208
Hoeft, Tracy	65,700	Hosaluk, Suzanne	104,703	Iannetta, Victoria	88,403
Hofer, Sandra	100,021	Hotchen, Marlene	92,423	Idem, Idi	76,123
Hoff, Judy	83,136	Hough, Jan	70,920	Idnay, Denzil	82,807
Hoff, Todd	52,278	Hourd, Brooke	62,550	Idt, Christie	74,270
Hoffart, Jill	66,225	Howat, Henriette	132,844	Ikert, Debra	67,679
Hoffarth, Kristin	70,169	Howe, Colleen	60,670	Indenbosch, Kaitlin	73,752
Hoffert, Michele	64,682	Howe, Karen	91,333	Ing, Barbara L	81,639
Hoffman, Christie	91,081	Howell, Susan	52,958	Ingeniero, Rona	70,763
Hoffman, Shelley	90,254	Howie, Douglas	75,840	Ingham, Dianna	85,039
Hoffman, Violet	82,985	Howie, Linda	50,883	Ingham, Julia	88,180
Hoffort, Ashley	82,008	Howie, Naomi	105,162	Ingham Petrescue, Carol	63,946
Hoffort, Jordin	81,025	Hoyum, Jo Anne	54,953	Ingjaldson, Marjorie	125,595
Hogan, Stacie	81,902	Hrynowsky, Denise	77,025	Ingleby, Joanna	106,534
Hogg, Sarah	121,389	Hrynowsky, Sheldon	101,466	Ingram, Lynne	98,036
Hogg, Shawna	74,755	Huber, Aaron	63,894	Ingrouville, Bonny	64,071
Holba, Nicole	98,846	Huber, Jillian	52,604	Inkson, Sheryll	103,751
Holden, Amy	101,620	Huber, Kristyn	85,064	Innes, Heather	108,986
Holden, Kathryn	95,730	Huber, Laurel	72,553	Ireland, Debra	50,926
Holfeld, Sandra	93,478	Huber Flahr, Charlene	61,841	Ireland, Nicholas	63,226
Hollebeke, Coleen	58,802	Hubic, Nikkoli	50,739	Irvine, Chantelle	94,247
Holliday, Michele	83,303	Hubic, Tracy	65,252	Isaac, Michelle	100,133
Hollinger, Ashley	85,701	Hubich, Fran	115,380	Isaac, Treena	52,764
Hollinger, Colleen	94,611	Hubich, Kathy	60,300	Issel, Brenda	92,294
Hollinger, Wanda	73,530	Hubick, Corynn	71,125	Issel, Curtis	96,232
Holmes, Heather	97,222	Hubick, Jacqueline	52,781	Isted, Cheryl	63,946
Holmes, Lisa	65,135	Hubick, Murray	108,133	Ivanochko, Elizabeth	121,693
Holmes, Marcia	102,111	Huck, Miranda	50,699	Iverson, Paul	100,297
Holmstrom, Carol	53,374	Hudson, Dena	67,558	Jackiw, Susan	106,157
Holness, Kandace	60,837	Huebner, Sheryl	60,861	Jackson, Donna	82,286
Holness, Roland	61,230	Hueser, Mary Ann	76,034	Jackson, Jeffery	89,172
Holowatuk, Kayla	97,877	Hugg, Shauna	91,284	Jackson, Linda	89,329
Holt, Shawna	84,494	Hughes, Carly	77,775	Jackson, Marlene	91,106
Holt, Trina	125,320	Hughes, Cynthia	116,445	Jackson, Sandra	50,869
Hoogeveen, Lance	89,848	Hugie, Beata	59,890	Jackson, Shannon	130,237
Hooker, Cara	138,034	Hukee, Tanay	76,383	Jacob, Joanne	69,046
Hooker, Paula	75,699	Hunchak, Lee	60,497	Jacobs, Dawn	77,745
Hooker, Stacey	101,141	Hunko, Valerie	244,650	Jacobs, Shana	126,057
Hooper, Vivian	60,484	Hunt, Candace	73,838	Jacobson, Amanda	61,030
Hopfauf, Lori	109,727	Hunt, Donna	94,768	Jacobson, Shelley	98,594
Hopkins, Elaine	51,814	Hunt, Kimberley	92,542	Jaenen, Heather	85,455
Hoppenreys, Celina	57,612	Hunter, Della	92,666	Jalloh, Bashir	70,716
Horbach, William	54,767	Hunter, Nancy	94,913	James, Kate	82,889
Horbal, Amanda	92,592	Hussain, Angela	56,068	Jamieson, Brenda	85,431
Horejda, Natalie	81,256	Hustak, Jon	53,258	Janotta, David	60,146
Hornoi, Denise	52,259	Hutcheson, Matthew	67,153	Janzen, Patti	101,576



# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Janzen Claude, Jennifer	97,110	Jones, Danielle	53,526	Kaufmann, Cindy	58,025
Jardine, Jeannette	93,191	Jones, Edward	713,868	Kaur, Sukhwinder	84,786
Jarikre, Alero	117,074	Jones, Karen	85,695	Kausar, Rehana	123,252
Jaring, Michael	53,599	Jones, Natalie	97,168	Kausar, Safina	70,965
Java, Iris Jade	102,561	Jones, Sandra	102,768	Kaytor, Jeanette	112,807
Jaworski, Brenda	85,338	Jonsson, Meranne	96,384	Kaytor, Jessica	94,782
Jeannot, Alayna	85,735	Jordan, Darlene	52,268	Kaytor, Jill	91,773
Jeannot, Sharon	77,939	Jordens, Jaime	72,749	Kaytor, Rae	96,636
Jeena, Vinesh	423,275	Jordheim, Gerald	75,836	Kaytor, Shauna	62,332
Jelinski, Charlene	59,289	Jordison, Cody	81,473	Kaytor, Susan	56,877
Jellow, Mary	87,796	Jorgensen, Carla	53,887	Kazemiashtiani, Masoudeh	108,949
Jendrascheske, Melissa	94,738	Jorgensen, Dawn	70,056	Keen, Jennifer	53,642
Jennett, Steven	77,658	Jorgensen, Krista	71,833	Keenan Arp, Cathy	106,714
Jensen, Chris	82,581	Jors, Roberta	94,116	Keep, Sandra	95,050
Jensen, Karen	71,984	Jose, Neena	123,763	Keffer, Michael	61,835
Jeske, Beverly	99,058	Joshi, Sandhya	51,992	Kehoe, Sharon	57,228
Jeske, Winona	99,005	Juatco, Mark	95,554	Kehrig, Nicole	81,143
Jewett Curley, Emilie	86,271	Juganas, John	53,417	Kelbaugh, Jeff	58,619
Jeworski, Debra	57,056	Jury, Jessica	79,625	Keleman, Kathy	72,762
Jinks, Sarah	73,913	Kabay, Susan	50,886	Keller, Jacquelin	52,546
Johannson, Julia	61,267	Kach, Deborah	59,496	Keller, Jenny	112,105
Johannson, Kevin	72,413	Kachaluba, Tamara	98,195	Keller, Leigh	85,115
Johar, Ekta	79,669	Kaczmar, Jennifer	113,790	Kelln, Kim	103,545
Johns, Brandy	79,135	Kaedan, Annette	57,206	Kelly, Bette	77,138
Johns, Kirby	101,487	Kaip, Steven	80,719	Kemp, Michelle	80,191
Johnson, Amos	67,476	Kalapesi, Zarin	465,061	Kempton, Brian	73,293
Johnson, Bonnie	58,007	Kallichuk, Georgina	50,457	Kendrick, Susan	96,568
Johnson, Brenda	101,620	Kanciruk, Pamela	96,090	Kennedy, Leigh	83,124
Johnson, Darlene	53,516	Kane, Kyra	81,921	Kennedy, Rachel	60,027
Johnson, Dawn	92,979	Kapell, Annette	70,977	Kennedy, Trena	71,984
Johnson, Dawn	97,589	Kapell, William	78,647	Keopanya, Julie	68,052
Johnson, Diane	69,178	Kapp, Allison	72,413	Kerbs, Treena	71,118
Johnson, Janis	116,314	Karcha, Carla	72,280	Kerelchuk, Tara	52,068
Johnson, Julie	102,593	Karchewski, Natalie	63,599	Kernechuk, Chelsea	69,031
Johnson, Karen	63,056	Kardash, Bruce	100,846	Kerr, Debbie	70,338
Johnson, Krista	96,066	Kardynal, Ben	71,967	Kerr, Matthew	73,923
Johnson, Larry	50,089	Karpa, Deborah	88,919	Kerr, Sheila	76,091
Johnson, Laurie	112,327	Karpan, Michaeline	54,036	Kessler, Camelia	69,978
Johnson, Lila June	60,791	Karr, Theresa	82,878	Keulen, Lynn	63,043
Johnson, Pamela Jo	92,180	Karreman, Willem	97,063	Keyowski, Terrance	69,502
Johnson, Penelope	64,682	Karst, Karen	74,756	Keyowski, Theresa	80,950
Johnson, Sara	103,390	Karton, Brandy	85,828	Khalifa, Amer	625,848
Johnson, Sherry	99,397	Karunakaran, Kumudhini	284,924	Khan, Bibi	154,632
Johnson, Vaughn	108,362	Karza, Philip	91,099	Khuber, Sarbjit	52,656
Johnson Apperley, Cherie	62,669	Kashmere, Dianne	60,560	Kidby, Robin	112,709
Johnston, Heather	92,850	Katchuck, Connie	58,041	Kiesman, Robyn	52,932
Johnston, Susan	55,013	Katchuck, Jennifer	52,244	Kilbach, Shelley	50,940
Johnstone, Corrina	70,092	Kathol, Erin	75,535	Killian, Nikki	64,737
Joice, Robert	73,944	Kathol, Lorna	105,916	Kim, Bohee	69,590
Jolly, Shannon	75,835	Kattler, Donna	64,963	Kim, Hea Kyung	69,917
Jones, Andrea	66,422	Katz, Adam	97,769	Kim, Rena	52,883
Jones, Audrey	53,954	Katzberg, Blaine	101,599	Kimpton, Karen	98,290

# Appendix C: Payee List

<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>
Kinaschuk, Karen	66,681	Knapp, Randall	154,425	Kozakewich, Carol	103,853
Kinash, Shelley	50,079	Knebush, Trina	51,795	Kozakewycz, Diane	103,463
Kincaid, Robert	69,788	Knibbs, Richard	70,585	Kozusko, Jarrett	98,020
Kindred, Jasmine	66,848	Knight, Lynnea	52,101	Kraemer, Diana	97,522
King, Brenda	96,527	Knoll, Jennifer	77,519	Kraemer, Sarah	78,332
King, Kathleen	88,181	Knourek, Brenda	88,422	Kraetzig, Maria	109,095
King, Krista	65,588	Knowles, Elizabeth	91,919	Kraft, Sherry	93,752
King, Megan	85,858	Knox, Jamie	56,092	Krahenbil, Angel	50,218
King, Michelle	55,627	Koch, Alisha	69,302	Krahenbil, Elizabeth	58,447
King, Tina	93,807	Koch, Paula	81,110	Krahn, Deborah	82,570
Kinneberg, Lorie	106,157	Kochar, Tenille	53,733	Krahn, Kathy	92,741
Kinney, Patricia	94,486	Kochylema, Monica	64,524	Krall, Carrie	133,829
Kinney, Wendy	106,445	Koester, Robyn	68,462	Kramer, Joanne	75,355
Kirby, Lois	58,238	Koffler Hubbs, Loralyn	167,331	Kramer, Nancy	70,842
Kirchhofer, Devin	63,151	Kohl, Dan	153,556	Kramer, Sheri	64,053
Kirk, Roxanne	54,815	Kohlruss, Debbie	69,225	Krause, Catherine	74,787
Kirkness, Shane	81,730	Kokoski, Lorrie	69,673	Kraushar, Larry	75,051
Kirstein, Lynrise	67,456	Kolb, Lavonne	96,095	Kreis, Debbie	107,779
Kish, Bobbi	51,862	Koltun, Margaret	115,514	Krenz, Trudy	105,118
Kish, Holly	85,261	Komodowski, Jenna	50,092	Krepakevich, Kevin	73,906
Kisil, Shelly	51,626	Konieczny, Bozena	59,899	Kreshewski, Nathalie	53,177
Kisilowski, Mary	85,503	Kopytko, Kasandra	79,972	Kress, Dorena	96,387
Kissel, Kevin	51,198	Korchinski, Jaime	128,613	Kristoff, Anna	86,277
Kitchen, Brent	118,355	Koroll, Lisa	69,657	Krogsgaard, Krista	81,760
Kitz, Natasha	89,103	Koronkiewicz, Carol	72,766	Krogsgaard, Lorraine	92,091
Kitzul, Twyla	87,401	Korsberg, Karina	54,918	Krogsgaard, Sharon	72,403
Kivell, Theresa	59,682	Kosabek, Debbie	111,924	Krohn, Sheila	98,868
Klassen, Carol	237,815	Kosar, Deloris	110,603	Krueger, Becky	67,869
Klassen, Nadine	82,543	Kosar, Tammy	54,429	Kruppi, Denise	54,762
Klatt, Candace	53,539	Koshman, Dalynne	70,063	Krupski, Angela	85,597
Klebeck, Deana	96,264	Kosik, David	77,832	Kruszelnicki, Trina	88,490
Klein, Abby	66,584	Kosloski, Sheila	61,725	Krysak, Kathleen	77,679
Klein, Adam	62,352	Kostiuk, Cheryl	101,360	Kubiak, Angela	100,044
Klein, Carl	99,674	Kostiuk, Laurie	72,278	Kuculym, Jeannette	96,146
Klein, Christine	90,365	Kozman, Kelsey	71,309	Kuhns, Erin	50,883
Klein, Deanna	98,980	Kot, Nancy	94,762	Kuhtz, Tracy	103,695
Klein, Lana	59,121	Kot, Pamela	98,166	Kula, Alicia	119,348
Klein, Raelynn	63,799	Kotopski, Kimberley	90,141	Kullman, Lexy	59,640
Klein, Shelley	109,294	Kotowich, Richard	76,058	Kullman, Pauline	92,969
Klein, Tom	88,811	Kotrla, Allison	69,874	Kuntz, Donald	108,122
Klein, Tracy	85,993	Kotylak, Diane	86,813	Kuntz, Jody	98,262
Kleisinger, Brenda	88,909	Kotylak, Rhonda	97,021	Kuntz, Terrin	57,964
Klempner, Dianne	50,242	Koutsoulis, George	83,612	Kunz, Koreena	81,176
Kletchko, Joanne	59,752	Kovacs, Jenna	51,986	Kupchyk, Sherri	94,886
Klimczak, Christina	96,032	Kowal, Allison	52,995	Kuppenbender, Stella	59,906
Klimek, Gail	58,094	Koza, Scott	100,182	Kurenoff, Joanne	68,781
Klippenstine, Vicki	75,753	Kozack, Katherine	110,175	Kurucz, Rhonda	63,981
Klock, Lori	89,254	Kozak, Charlene	106,627	Kuruliak, Joanne	72,604
Klotz, Brenda	72,329	Kozak, Daryl	65,952	Kush, Breanne	85,102
Klotz, Steven	106,794	Kozak, Lori	80,701	Kushniruk, Shariisse	53,836
Kluk, Debra	74,919	Kozak, Susan	68,284	Kuski, Michelle	64,878
Knapman, Jamie	81,219	Kozak, Tammy	98,943	Kuyek, Dale	102,888

# Appendix C: Payee List

<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>
Kuyek, Janelle	84,706	Lanigan, Krista	51,437	Leier, Rose	104,359
Kuz, Gary	65,839	Lanninga, Tina	65,202	Leippi, Dawn	80,765
Kuzma, Bettyann	65,270	Laplan, Dora	69,453	Leischner, Donna	53,177
Kuzyk, Karen	70,732	Lapointe, David	55,608	Leitch, Linda	99,045
Kwan, Davin	92,379	Larden, Ross	89,931	Leitner, Laverne	55,417
Kwan, Man Kwok	71,444	Larrivee, Diane	174,248	Lekcharoen, Raymond	89,939
Kydd, Jason	94,430	Larsen, Derrick	153,085	Lemieux, Justin	63,521
Labensky, Cheryl	87,396	Larsen, Pamala	102,610	Lemmerich, Karen	79,870
Labossiere Karda, Tara	116,366	Larson, Charlotte	51,183	Lemmons, Dagny	74,248
Labuanan, Marcela	56,483	Larson, Laureen	132,984	Lemoine, Julie	90,506
Lacelle, Whitnee	52,488	Larson, Susan	90,297	Len, Dennis	104,882
Lachambre, Roxanne	85,021	Lasalle, Christine	98,473	Leniuk, Terri	79,624
Lachowitz, Amanda	62,113	Lastimos, Grachelle	62,535	Lenz, Sharon	83,977
Lacroix, Lori	73,623	Latimer, Christine	97,993	Leon, Tina	102,264
Lafayette, Esther	98,670	Latimer, Wanda	72,955	Leonard, Ellie	110,309
Lafleur, Lisa	89,982	Latoski, Katherine	100,863	Leonard, Mathieu	87,540
Lafontaine, Christopher	82,080	Latrace, Susan	93,635	Leonard, Shauna	106,157
Laframboise, Shanna	80,015	Lauagan, Maria	53,287	Leonor, May Clyde	91,711
Lafreniere, Shona	50,020	Lauagan, Milagros	65,572	Leontowich, Lanjell	77,743
Lagrimas, Arlene	88,435	Lauman Hartmier, Barbara	113,495	Lerat, Renee	59,777
Laidlaw, Cinda	79,989	Lavoie, Laura	61,506	Lerminiaux, Marc	66,110
Laigo, Michael	107,159	Lavoie, Pamela	70,359	Leruyet, Charmayne	101,573
Lal, Sheneel	70,922	Lawlor, Karen	55,542	Leshchysyn, Crystal	59,878
Lalonde, Lorna	63,919	Lawrence, Janice	74,848	Lesko, Elizabeth	83,446
Lam, Jasmine	64,758	Lawrence, Monica	99,987	Lesko, Rick	52,988
Lamarche, Shawn	73,308	Lawrence, Robin	71,532	Lesko, Sandra	67,275
Lamb, Patricia	88,642	Layman, Blair	91,316	Lestage, Tanya	89,547
Lamb, Sabrina	72,385	Layman, Holly	81,991	Letain, Rae Lynn	78,522
Lambert, Jennifer	68,764	Layne, Bob	153,556	Letain, Selena	96,256
Lambert, Shelly	59,780	Lazeski, Jennalee	60,619	Letang, Arlis	95,701
Lamberty, Manda	51,708	Lazo, Arlene	53,350	Lethbridge, Linda	56,077
Lambsdown, Dorothy	63,979	Leblanc, Edward	64,058	Letsche, Nancy	52,433
Lamers, Dana	69,830	Leblanc, Patricia	82,444	Leurer, Deanne	149,401
Lamont, Loretta	50,647	Lebruno, Patricia	97,327	Levasseur, Julie	55,165
Lamontagne, Ray	52,707	Lee, Janice	76,381	Lewis, Carma	86,556
Lamontagne, Shanda	80,848	Lee, May	108,120	Lewis, Daniel	91,421
Lamoureux, Donna	106,479	Leeds, Abby	55,870	Lewis, Katherine	113,757
Landgraf, Jennifer	73,870	Leflar, Blaine	55,357	Leydon, Leah	61,731
Landry, Carla	76,998	Legault, Cheryl	78,706	Leyenhorst, Cheryl	75,539
Landry, Leigh	66,206	Legault, Dana	108,115	Li, Yali	64,620
Lang, Bruce	92,037	Legault, Lydia	110,339	Liang, Yuping	79,252
Lang, Danita	69,970	Legault Lalonde, Marie	101,649	Libiano, Jose	112,917
Lang, Edith	94,692	Legault Wilson, Dionne	106,593	Liepold, Bobbi	87,175
Lang, Katherine	74,828	Leggott, Michelle	69,806	Liepold, Gloria	51,318
Lang, Kelly	115,169	Lehr, Craig	64,561	Ligue, Neil	118,316
Lang, Michael	90,662	Leibel, Florence	80,322	Limos, Maricris	52,300
Lang, Rae Lynn	82,560	Leibel, Greg	97,847	Lincuna, Airin	70,094
Lang, Rebecca	68,707	Leibel, Lori	99,779	Lindemann, Debi	73,783
Lang Schuette, Connie	98,558	Leibel, Shelley	50,883	Lindsay, Lauren	75,618
Lange, Simon	70,225	Leier, Barbara	93,370	Lindsay, Rae	82,574
Langevin, Monica	96,472	Leier, Nichole	78,618	Lindsay, Shirley	54,581
Langford, Linda	91,612	Leier, Owen	102,683	Lingelbach, Chad	105,319



# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Lingelbach, Tara	86,878	Lu, Xiaoping	81,551	Macpherson, Anita	86,502
Linklater, Bonnie	52,923	Luansing, Jemuel	70,763	Macpherson, David	70,339
Linklater, Lyn	62,527	Lubachowski, Gwenda	87,772	Macpherson, M Janice	80,826
Linnen, Alison	75,215	Lubas, Mirek	71,984	Macpherson, Robin	81,589
Lionetti, Donna	57,498	Lucas, Faye	50,883	Macrae, Rebecca	75,464
Lipinski, Chelsea	72,764	Luce, Amanda	77,582	Mactaggart, Darlene	56,566
Lipon, Marlene	72,576	Lucero, Dranreb	115,358	Mactal, Napoleon	101,982
Lippai, Jennifer	151,128	Lucero, Jocelyn	97,988	Mactavish, James	75,672
Lisitza, Laura	76,832	Luciak, Ken	117,526	Mader, Darlene	96,377
Liske, Tyson	57,622	Luciuk, Leann	71,993	Madribejos, Estefania	76,849
Listrom, Chantel	55,837	Lucyk, Mary Ann	50,626	Maduck, Tricia	128,664
Little, Glenda	92,937	Luff, Heather	82,743	Magallanes, Maria Lorena	97,115
Litzenberger, Laura	93,298	Lukey, Patrick	124,136	Maghilom, Mergie	53,075
Liu, Yun	79,838	Lumb, Kim	62,604	Magnus, Samantha	66,283
Livingstone, Dustin	76,058	Lund, Starla	72,970	Magnuson, Maureen	91,205
Lizee, Rona	93,012	Lunde, Kenda	89,776	Magotiaux, D Arcy	146,952
Ljubic, Carissa	86,101	Lundeen, Coleen	99,824	Mah, Jeffrey	92,883
Ljubic, Donovan	108,998	Lundy, Debbie	90,227	Mah, Jenny	50,389
Llarena, Melanie	159,148	Luterbach, Colleen	157,058	Mahnic, Haley	75,290
Lloyd, Dorothy	91,099	Luther, Rae	89,631	Mahoney, Kathleen	60,075
Lloyd, Kathleen	98,150	Lutz, Wendy	59,506	Mahoney, Patricia	72,983
Lockeridge, Keith	66,612	Luzon, Clarissa	101,879	Maier, Janet	96,711
Lockert, Elizabeth	86,642	Lynch, Brant	75,907	Maierhoffer, Shelly	110,283
Lockert, Jenna Rae	74,683	Lynn, Sandra	91,328	Mailloux, Angele	69,957
Lockert, Lori	79,531	Lys, Catherine	73,406	Mak, Joanne	77,554
Lodoen, Casey	55,841	Maas, Allison	130,108	Makelki, Catherine	95,944
Loffler, Janice	92,885	Mabee, Jennifer	65,377	Makie, Catherine	100,079
Logie, Brenda	52,719	Macalldesantamar, Ana	131,363	Maksymew, Sharon	96,463
Lolacher, Susan	82,764	Macaulay, Katherine	65,230	Malach, Shirley	97,309
Lomenda, Janice	69,936	Macausland Berg, Dianne	81,105	Malang, Edwin	96,628
Lonethunder, Vivian	71,156	Macdonald, Scott	72,112	Malang, Marissa	94,164
Loos, Francis	70,682	Macdonald, Tanya	55,369	Malegus, Ken	81,054
Lopez, Amherstia Novy	99,831	Macdonald, Todd	91,036	Mali, Bahera	272,964
Lorencz, Beverly	63,928	Macdougall, Angela	82,080	Malik, Roxana	85,092
Lorencz, Chantel	83,506	Macfarlane, Jenny	50,883	Malinowski, Eleanor	93,073
Lorencz, Taryn	78,945	Macfarlane, Shera	101,003	Mama O, Maira	116,604
Lorenz, Anita	69,736	Machan, Ashley	53,341	Mamchur, Grant	119,288
Lorenz, Chelsea	81,133	Machuik, Lynn	79,547	Mamer, Doris	76,623
Lorenz, Kara	80,470	Macintosh, Ian	71,264	Mamula, Radojka	50,181
Lorenzana, Corazon	61,959	Mack, Ellen	70,379	Manalaysay, Carmelita	54,166
Loszchuk, Marc	72,336	Mackenzie, Bonnie	95,802	Manalo, Lulu	65,191
Lott, Angela	82,562	Mackenzie, Karen	90,235	Manchester Miller, Samantha	97,169
Loucks, Cheryl	77,994	Macknak, Susan	118,869	Mancuso, Debra	124,513
Lough, Maureen	113,091	Maclellan, Melissa	61,217	Mangalindan, Jacel Ane	84,754
Lovelace, Dione	63,951	MacLennan, Deborah	91,542	Manganop, Louie	103,031
Loveridge, Karen	111,461	Macmillan, Carolyn	98,620	Manley, Sophia	89,620
Lovett, Nicole	88,600	Macmillan, Leanne	65,707	Mann, Candace	60,689
Low, Ken	93,605	Macmillan, Robert	95,646	Mann, Douglas	75,734
Lowes, Terrilynn	50,883	Macmillan, Ryan	89,236	Mann, Karen	60,614
Lowey, Jana	93,817	Macneil, Miranda	64,734	Mann, Suba	224,331
Lowe, Judith	66,744	Macneill, Dana	54,548	Mann, Teri	80,609
Lozinski, Liana	57,958	Macphee, Cathleen	75,017	Manson Brick, Nori	77,084

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Mantilla, Mark	59,890	Matravigli, Cheryl	57,984	Mcdonald, Jordan	50,971
Mantyka Whitford, Elaine	106,157	Matravigli, Kristin	68,840	Mcdonald, Patricia	92,972
Manz, Cathy	51,456	Matthews, Debra	77,041	Mcdonald, Paulette	122,076
Manz, Tammy	72,796	Matthews, Faye	94,728	Mcdonald, Richard	76,831
Marasigan, Nerijol	129,591	Matthews, Shelley	65,987	Mcdonald, Sandra	66,402
Marce, Michelle	73,093	Matthies, Yvonne	90,037	Mcdougall, Ashley	85,890
Marcelo, Michelle	90,004	Matties, Debbie	84,442	Mcdougall, Brad	90,659
Marchigiano, Kelly	50,880	Matwiy, Jacquelin	72,180	Mcdougall, Elizabeth	94,781
Marchildon, Ginette	90,593	Maw, Lester	94,225	Mcdougall, Kimberly	52,060
Marcial, Flordeliz	52,005	Maxwell, Ashley	57,096	Mcewen, Aimee	99,677
Marcotte, Jennifer	88,186	Maycong, Maggie	175,532	Mcewen, Shelly	52,284
Marean, Frederick	73,075	Mayer, Laurie	54,660	Mcfadyen, Cindy	69,005
Marin, Donna	106,157	Mayer, Megan	74,560	Mcgeough, Angela	78,265
Marissen, Angel	54,051	Maynes, Julie	121,471	Mcgeough, Jennelle	50,806
Marissen, Debby	79,225	Mazer, Mallory	77,265	Mcgeough, Lorie	88,156
Markle, Tracy	97,184	Mazinke, Nadine	59,073	Mcgill, Nancy	101,295
Markwart, Carol	89,162	Mazur, Janelle	106,157	Mcgrath, Elizabeth	97,127
Markwart, Corinne	90,041	Mazur, Mark	118,633	Mcgregor, Nikki	88,805
Markwart, Rebecca	65,149	Mbasela, Phyllis	115,174	Mcgregor Weekes, Sarah	78,018
Marsh, Virginia	112,679	Mbugua, Grace	129,661	Mchardy, Darlene	89,375
Marshall, Bonny	100,913	Mcauley, Karen	61,649	Mcilmoyl, Matthew	86,648
Marshall, Dean	101,268	Mcauley, Valerie	95,981	Mcinnis, Joan	51,634
Marshall, Joan L	77,633	Mcavoy, Erin	98,152	Mcinnis, Teresa	57,869
Marshall, Sarah	68,392	Mcbride, Melissa	85,407	Mcintaggart, Glen	69,092
Martens, Sandra	76,283	Mccabe, Debra	69,474	Mcintosh, Linda	50,883
Martin, Arlene	79,457	Mccaig, Barry	91,099	Mcintosh, Shawn	61,577
Martin, Donalee	92,503	Mccallum, Karen	92,944	Mcintyre, Jennifer	76,759
Martin, Donna	104,689	Mccann, Kathleen	51,415	Mckague, Charlotte	52,747
Martin, Karla	70,981	Mccann, Linda	75,674	Mckay, Lisa	92,569
Martin, Melanie	98,106	Mccann, Linda	107,741	Mckechnie, Kimberly	79,934
Martin, Neoma	94,621	Mccann, Michael	78,210	Mckechnie, Marlene	84,839
Martin, Roxanne	50,883	Mccann, Nancy	81,695	Mckechnie, Michael	84,263
Martin, Sara	59,870	Mccann, Orinda	69,197	Mckellar, Hector	83,360
Martin, Wendy	85,745	Mccarron, Michelle	102,494	Mckenna, Leah	50,257
Martinez, Oscar	88,754	Mccaw, Dianne	71,689	Mckenzie, Crystal	72,299
Martinook, Kayla	53,307	Mcclement, Laurel	54,337	Mckenzie, Lynn	73,738
Mary Varghese, Tincy	70,559	Mcclement, Sam	81,239	Mckenzie, Sharron	73,068
Marynick, Marlin	85,433	Mcclymont, Kimberly	96,136	Mckim, Darcy	90,337
Mason, Jeffrey	77,402	Mcconnell, Denise	53,417	Mckinnon, Carolyn	67,478
Mason, Julianne	71,529	Mccormick, Brenda	53,136	Mckinnon, Faye	98,996
Masse, Therese	57,876	Mccorriston, Sheri	66,007	Mckinnon, Nicole	57,209
Massier, Candice	92,645	Mccrea, Morgan	80,696	Mckinstry, Stacey	91,393
Massier, Carmen	69,310	Mccrea, Simon	104,110	Mcknight, Jennifer	54,314
Massier, Jaymie	68,094	Mccrystal, Doreen	64,560	Mcknight, Stephen	54,888
Massine, Darlene	89,850	Mccrystal, Wendy	54,863	Mcknight, Tracie	68,003
Masson, Koren	75,448	Mccullough, Cameron	66,921	Mclaughlin, Deanna	59,535
Masters Guest, Renee	74,800	Mccullough, Lois	102,513	Mclaughlin, Leanne	75,944
Matechuk, Christie	107,129	Mccurry, Terryann	89,449	Mclaughlin, Linda	82,086
Matheis, Jacob	67,998	Mcdermid, Karen	108,677	Mclean, Bonnie	68,922
Matheson, Stephanie	81,724	Mcdernit, Tamara	105,755	Mclean, Charlotte	89,365
Mathie, Linda	59,702	Mcdonald, Allison	95,402	Mclean, Dixon	81,062
Matity, Kelsey	63,871	Mcdonald, Jayne	66,308	Mclean, Kelly	80,629

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
McClean, Theresa	52,863	Meyer, Kristen	75,799	Molleken, Andrea	67,278
McLellan, Morgan	68,883	Meyer, Michelle	50,794	Mollison, Deborah	66,947
McLeod, Melanie	121,079	Meyers, Krista	72,539	Molson, Bev	75,801
McLeod, Nadean	73,907	Meyers, Tanya	86,793	Moltz, Laura	63,772
McLeod, Theresa	75,160	Michayluk, Gordon	74,582	Monette, Kayla	53,891
Mcmechan, Anita	50,302	Michon, Gerald	60,142	Money, Melodee	51,903
Mcmechan, Janet	90,357	Michon, Shawn	58,671	Monson, Maggie	60,263
Mcmillan, Dominique	85,712	Middelkoop, Shayleen	98,456	Montanini, Lorna	85,330
McMorris, Cynthia	57,743	Middleton, Lanna	71,764	Montano, Lisi	156,152
Mcmullen, Cathy	93,996	Mihalicz, Helen	73,420	Monteith, Bernadett	69,627
Mcmullen, Marlene	71,566	Mijares Lopez, Lalaine	93,263	Montenegro, Shelley	94,961
McNaught, Connie	87,097	Mile, Clay	97,227	Monteyne, Barry	91,099
McNaughton, Sherri	70,380	Mileusnic, Leposava	66,718	Monteyne, Dianne	94,268
Mcneil, Dawn	153,556	Millama, Zenaida	168,749	Montgomery, Lisa	64,107
Mcneil, Elaine	96,083	Miller, Adrienne	70,948	Moody, Terrence	55,567
Mcneil, Emma	80,063	Miller, Beverly	89,926	Mooney, Dianne	54,006
Mcneillie, Elisha	56,610	Miller, Gloria	72,815	Moore, Kara	91,802
Mcnicol, Michelle	89,553	Miller, Heather	128,643	Moore, Laura	84,055
Mcpeek, Randy	89,979	Miller, Joshua	67,000	Moore, Melissa	95,439
Mcphee, Linda	106,157	Miller, Kelly	65,778	Moore, Sheila	93,599
Mcperson, Bernadett	95,237	Miller, Lois	91,047	Moore, Sherilyn	83,511
Mcperson, Debbie	93,739	Miller, Margaret	113,630	Morari, Brenda	99,768
Mcrae, Meaghan	65,405	Miller, Nicole	79,382	Moreau, Colleen	52,496
Mcrorie, Jonathan	67,260	Miller, Shirley	63,895	Morgan, Donna	81,039
Mcstay, Sharron	95,694	Miller, Tamara	69,895	Morgan, Kimberly	70,414
Mctaggart, Angela	73,259	Minchuk, Rhonda	75,363	Morgan, Maegan	76,671
Mctavish, Darcelle	54,140	Minifie, Rhonda	91,221	Morgan, Randy	63,371
McWilliams, Jacquelyn	80,867	Minto, Patricia	71,080	Morgan, Stuart	73,406
Mead, Nicolette	50,427	Mirva, Denise	84,638	Morhart, Stacey	67,151
Meadows, Morgan	67,791	Misfeldt, Sharon	51,275	Morissette, Ryan	100,628
Measner, Kelly	84,992	Miskiman, Todd	101,916	Morrell, Debra	80,837
Meider, Monica	57,458	Misskey, Eunice D	77,066	Morrice, Glenda	103,288
Melnechenko, Jody	103,122	Mitchell, Angie	68,478	Morris, Cindy	53,725
Melnick, Barbara	116,825	Mitchell, Danita	66,874	Morris, Jaclyn	53,912
Melynychuk, Brittany	55,877	Mitchell, Jean	54,447	Morris, Linda	74,588
Mendoza, Maribeth	50,302	Mitchell, Mary Ann	76,247	Morris, Roxane	77,565
Menegbo, Victoria	53,258	Mitchell, Paul Geoffrey	79,336	Morrison, Jodie	77,398
Mensah, Bridget	135,186	Mitchell, Tia	62,041	Morrison, Lisa	70,647
Mercer, Crystal	96,391	Mitchelson, Harry	65,356	Morrison, Robin	62,068
Mercer, James	51,076	Mittermayr, Stacey	87,759	Morrison, Sandra	52,228
Mercier, Maria	97,398	Moc, Peter	75,342	Morrow, Grace	50,878
Merin, Christopher	98,342	Modderman, Jennifer	87,852	Morrow, Wendy	70,446
Merk, Kimberly	61,364	Moffatt, Breanna	57,286	Moses, Melissa	91,955
Merk, Lisa	62,492	Moffatt, Patricia	82,081	Mosewich, Cindy	142,854
Merk, Stephanie	69,772	Moghal Tayapad, Jasmine	63,135	Moshenko, Megan	66,060
Merriam, Debbie	77,743	Mohl, Regan	71,845	Mosiman, Bonnie	93,523
Merritt, Valerie	83,144	Mohr, Ann	83,353	Mountstephen, Leah	94,942
Meston, Sheri	63,939	Mohr, Janet	68,319	Moyer, Gordon	81,840
Metz, Gina	131,645	Mohr, Megan	85,576	Mpundu, Regina	110,857
Metz, Irene	98,143	Mojar, Jhezelle	144,276	Mroske, Lisa	95,360
Metz, Sharon	86,659	Molesky, Carla	62,239	Mucha, Jaime	54,268
Meyer, Kayla	83,701	Molesky, Louise	84,094	Muir, Erin	70,247

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Mulatz, Frank	87,379	Neis, Cyndi	73,305	Nistor, Brad	96,596
Mulatz, Tyson	69,607	Neison, Valerie	100,585	Nitoral, Florida	52,714
Muller, Karen	91,580	Nelson, Beverly	90,716	Njoku, Lilian	124,485
Mundo, John Charles	105,401	Nelson, Danielle	102,126	Noble, Christa	71,081
Munns, Tiffany	69,978	Nelson, Diane	96,790	Nordby, Andrea	76,650
Munro, Chrissy	95,196	Nelson, Jean	115,511	Nordgulen, Laura	97,070
Munson, Russell	92,990	Nelson, Jessica	73,289	Nordgulen, Terry	70,922
Muravchik, Germann	122,565	Nelson, Joanne	96,326	Nordstrom, Mason	67,868
Mureseanu, Alison	99,579	Nelson, Jocelyn	67,905	Nordwick, Kim	122,017
Murphy, Jessica	75,161	Nelson, K. Dwight	401,726	Norick, Barbara	101,166
Murphy, Tracey	78,552	Nelson, Leah	50,149	Norlander, Jillian	88,972
Murray, Carolyn	89,112	Nelson, Megan	67,646	Norman, Bev	51,503
Murray, David	82,502	Nelson, Nadeane	81,605	Norman, Christopher	103,413
Murray, Mark	100,479	Nernberg, Sheryl	94,219	Norman, Judy	125,205
Murray, Sharon	65,308	Ness, Heather	98,335	Norman, Patti	80,071
Mursal, Onoria	58,581	Neufeld, Audrey	103,979	Norminton, Jim	73,385
Murthy, Poornima	466,626	Neufeld, Barbara	56,174	Norris, Lorie	75,434
Musleh, Jordan	82,625	Neuls, Barbara	95,237	Norris, Teresa	55,837
Musoke, Juliet	67,216	Neuls, Frances	140,511	Northcott, Benjamin	85,824
Mutafya, Mary	123,988	Neuls, Kendra	58,661	Novak, Dodi	70,817
Muzzin, Ricky	59,711	Neumann, Barbara	106,157	Novak, Elaine	66,381
Mwale, Mwangala	146,374	Neumann, Carey	60,359	Novak, Karen	105,590
Mwangobola, Kufase	108,053	Neumann, Harry	101,021	Novak, Leanne	87,520
Mwape, Delphine	109,274	Neville, Desirae	75,195	Novak Galgan, Harriett	113,289
Mwela, Judy	97,859	Neville, Susan	234,760	Noval, Chad	94,719
Mwelwa, Martha	108,329	Newcombe, Susan	78,238	Noval, Ferdinand	94,588
Mydonick, Ken	51,104	Newton, Richard	81,300	Novecosky, Lawrence	51,029
Myers, Carol	93,029	Ngoka, Grace	76,319	Novik, Lori	79,304
Myers, Ken	83,004	Nguyen, Chau	70,061	Nowosad, Megan	83,757
Myers, Robert	67,175	Nguyen, Cuong	84,017	Noyes, Heather	78,065
Myles, Wanda	76,564	Nguyen, Diane	93,855	Noyes, Shae	52,679
Myrah, Michele	106,157	Nguyen, Jenny	76,409	Nugent, Carol	101,381
Mytopher Benoit, Lori Ann	71,938	Nguyen, Thuy	124,570	Nugent, Karen	81,526
Nachilongo Daka, Gladys	113,103	Nguyen Lowe, Ha	88,425	Nurse, Byron	109,162
Nachtegaele, Alison	77,918	Nichol, Bobbi	52,964	Nurse, Shawna	64,399
Nadiger, Cathy	100,925	Nichol, Christine	79,649	Nuttall, Janice	118,840
Nadon, Christine	67,945	Nichol, Gloria	94,438	Nwalozi, Annunciata	137,965
Nagy, Tess	95,267	Nichol, Louise	82,801	O Sullivan, Tara	71,907
Nahachewsky, Desiree	103,834	Nichol Langlais, Barbara	79,363	O Watch, Erin	117,472
Nalwamba, Rhoda	141,134	Nicholson, Roxy	60,292	Oakes, Larry	89,264
Nameth, Sharon	54,341	Niedermayer, Dianne	88,245	Obermdorfer, Gillian	118,137
Narca, Imelda	50,565	Niekamp, Jaclyn	54,859	Obrigewitsch, Carmen	77,075
Nasewich, Susanne	99,339	Nielsen, Doug	73,923	Obrigewitsch, Charlene	74,769
Nasser, Roseann	86,369	Nielsen, Heather	70,008	Obyrne, Gillian	66,707
Natyshak, Merle	97,205	Nielsen, Rhonda	58,756	Obyrne, Patrick	136,117
Natyshak, Sylvia	50,883	Nielsen, Terry Lyn	64,494	Ocampo, Rochelle	96,262
Nault, Samahlee	131,541	Nieman, Gwen	62,379	Ochitwa, Sandra	82,080
Nazareth, Joshua	50,549	Niemenen, Shannan	81,030	Ochoa, Patricia	77,315
Nazareth, Leah	100,612	Nieto, Lori	88,160	Oconnor, Dawn	107,015
Neault, Bree	83,825	Niklas, Daphne	70,957	Oconnor, Fiona	80,699
Nechi, Maureen	179,346	Ning, Lianne	105,394	Odell, Teegan	134,322
Neher, Mona	70,859	Nishimura, Michiko	89,273	Odi, Mary Pauline	109,765

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Odow, Barbara	58,356	Ozipko, Shirley	57,503	Parrell, Billy	68,418
Ogibowski, Theresa	92,164	Pachal, Laurelle	94,316	Parrell, Denise	96,111
Ogilvie, Lore	118,347	Pacis, Sarah	85,137	Parsons, Lucia	95,087
Ogrodnick, Nancy	110,448	Padwal, Jaspal	59,201	Parsons, Maryanne	54,575
Okeadu, Justina	52,244	Padwal, Ravinder	53,882	Partaik, Susan	125,089
Olbrich, Robert	60,176	Paetsch, Dale	69,558	Parvez, Naeem	471,413
Oliver Carson, Stacey	82,946	Paez, Catherine	86,464	Paseznak, Marion	163,014
Olsen, Ashley	60,160	Pagdilao, Rowena	119,922	Paseznak, Scott	77,676
Olson, Curtis	95,486	Page, Karen	77,909	Pasion, Ricarda	79,466
Olson, Lindsey	71,043	Paguirigan, Rica Aimee	117,249	Paskaruk, Beverly	50,883
Olson, Pamela	95,879	Paice, Amanda	106,918	Paskey, Gail	81,144
Olson, Tanda	70,721	Paice, Trudy	69,515	Paslowski, Judith	103,933
Olson, Wendy	92,191	Palandri, Sandra	77,109	Pasloske, Ramona	54,795
Oluyinka, Funmilayo	91,499	Palanica, John	71,482	Pasternak, Magdalena	50,104
Oluyinka, Stephen	108,404	Palazzo, Lee Ann	70,376	Paterson, Dineen	93,151
Olynick, Brittany	83,147	Palik, Debbie	53,730	Paton, Brenda	54,890
Onagi, Maxine	84,717	Palmer, Dianne	100,610	Patricio, Alex	53,436
Ong, Janice	120,385	Palmer, Karen	61,412	Patzer, Dave	55,334
Onyskevitch, Brandi	81,195	Palmer, Lorie	129,930	Paul, Steve	68,315
Oo, Min	59,110	Palmero, Arnold	99,375	Paulhus, Blake	59,493
Oquinn, Sheryl	104,076	Palmero, Aubrey	102,332	Paulhus, Gwen	93,990
Orasan, Loredana	87,527	Palmier, Joan	53,390	Paulson, Steve	53,798
Orban, Dale	95,655	Paluck, Elan	123,932	Paus, Carrie	98,394
Orell, Colleen	65,979	Pamintuan, Amanda	86,834	Pawliw, Tracy	52,951
Orell Bast, Shannon	56,242	Panchuk, Douglas	117,455	Payette, Linda	59,549
Orellana, Edwin	56,610	Panelo, Rueben Jan	129,662	Payne, Raymond	57,810
Oremba, Misty	71,079	Pantel, Chris	71,496	Pearson, Danielle	67,906
Orlowski, Louine	105,126	Pappas, Sam	76,519	Peart, Cathy	85,350
Orthner, Gail	109,468	Parachoniak, Pat	57,785	Peasley, Raena	67,015
Ortman, Gwen	69,179	Paradis, Eileen	67,414	Peberdy, Sabrina	70,616
Ortman, Nina	99,508	Paraiso, Edgardo	62,392	Peck, Erin	50,129
Ortmann, Jennifer	81,582	Paraiso, Emilou	66,856	Peddle, Kimberly	67,595
Orzykowski, Miroslaw	88,545	Paraiso, Lourdes	71,988	Pedersen, Patricia	80,725
Osborne, Tara	89,361	Parasram, Maria	94,615	Pederson, Erica	58,169
Osiowy Hunter, Patricia	89,286	Parbery, Donna	69,901	Pedscalny, Brenda	90,691
Ostapiw, Lori	57,243	Pare, Judy	92,318	Pegg, Nicole	63,083
Ostapowich, Shannon	90,789	Parent, Darla	94,896	Pekush, Dennis	53,804
Ostoforoff, Evelyn	97,506	Parenteau, Jennifer	53,371	Pelat, Donna	78,854
Ostrowka, Rhonda	73,403	Park, Anne	52,247	Pelechytik, Jan	82,514
Ott, Brigid	94,956	Park, Crystal	58,825	Pellerin, Danielle	94,695
Ott, Jenelle	75,858	Park, Katherine	61,250	Pelletier, Colette	90,497
Otte, Holly	79,707	Parker, Donna	63,914	Pelletier, Cynthia	73,165
Otten, Laurele	70,890	Parker, Jean	94,126	Pelletier, Kim	77,523
Ottenbreit, Tammy	81,464	Parker, Kyle	88,874	Peltier, Brenda	71,220
Ottoson, Cheryl	91,897	Parker, Lynne	54,039	Pelzer Birtles, Andrea	75,362
Overend, Dawn	94,646	Parker, Robert	86,056	Pengelly, Jennifer	57,050
Owen, James	78,871	Parks, Susan	54,216	Penner, Janice	75,541
Owen, Sherilea	90,654	Parley, James	66,577	Pennett, Christy	61,871
Owens, Katherine	89,014	Parley, Lorie	51,173	Pepper, Edwin	50,360
Owens, Sheila	57,869	Parocha, Maureen	87,343	Peralta Elgueta, Pedro	59,388
Ozga, Donald J	100,555	Parovsky, Suzanne	79,593	Perchie, Glen	153,556
Ozga Bellamy, Linda	107,207	Parr, Suzy	51,486	Perias, Jacy	114,064



# Appendix C: Payee List

<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>
Perkins, Susan	128,556	Pollock, Chris	100,489	Pukas, Jaclyn	85,865
Perras, Omer	66,685	Pollock, Darlene	116,907	Purdue, Erin	96,972
Perras, Tracy	58,989	Pollock, Glenda	59,938	Purdue, Ryan	95,123
Perrault, Veronick	77,699	Pollock, Sarah	50,153	Puri Harrison, Hema	58,882
Perreault, Serena	52,469	Pollon, Albert	65,007	Puszkas, Shaunalee	92,798
Perrin, Jonathan	82,163	Pollon, Monique	68,078	Putz, Abigail	81,732
Persaud, Parmanand	77,920	Polsom, Sonia	55,098	Pylatiuk, Jason	82,426
Persson, Barbara	86,891	Pompu, Tammy	84,700	Quangtakoune, Wendy	50,582
Persson, Karen	54,236	Pon, Tin Yout	146,081	Quarrell, Darlene	55,275
Pesquera, Grace	132,473	Poncsak, Debbie	101,906	Quero, Geste	114,156
Peters, Chelsea	72,149	Poock, Jocelyn	53,814	Quezon, Jerfelle	135,263
Peters, Elfreda	72,161	Poole, Sherry	73,403	Quine, Tamara	87,954
Peters, Wade	93,842	Poon, Anita	73,108	Quiniones, Michelle	129,763
Peterson, Diane	72,842	Popescu, Janet	88,161	Quinlan, Colleen	117,385
Peterson, Kathy	66,362	Popick, Paula	81,270	Quinnott Bobetsis, Michele	70,373
Petracek, Roxanne	66,084	Popkie, Peter	65,965	Quintero, Claire	57,869
Petrie, Maria	106,858	Popoff, Laura	60,115	Qureshi, Tania	70,153
Petrisor, Leah	74,950	Popowich, Glenda	106,157	Raab, Nicole	96,096
Petroff, Susan	80,432	Porter, Marion	63,130	Rabaino, Jessel	64,708
Petrychyn, Margaret	132,984	Portas, Donna	103,699	Rabulan, Mary	116,309
Petryna, Vivian	92,481	Posehn, Lindsey	89,462	Racette, Andrea	74,492
Pettigrew, Janice	53,539	Potetz Moore, Leeann	89,312	Racette, Andrew	106,130
Pettit, Terri	118,357	Potter, Douglas	89,538	Racette, Joyce	91,099
Peyson Biensch, Lois	51,888	Potter, Gladys	93,090	Racette, Krista	73,229
Pham, Huy	160,194	Potter, Ron	92,907	Racette, Yvonne	79,642
Phillipo Hugel, Paula	108,386	Potter, Vera	98,137	Radom, Kimberley	58,920
Phillips, Angela	74,274	Potter Erhardt, Meghan	66,058	Radons, Shelly	109,524
Phillips, Cherise	52,229	Potts, Kristine	101,990	Radutu, Cristiana	84,728
Phillips, Lee	54,351	Pouteaux, Kayla	75,631	Radutu, George	182,393
Phillips, Scott	68,495	Powell, Maureen	70,381	Rae, Justin	94,646
Phillips, Tracy	148,041	Power, Kenda	103,187	Rae, Karla	59,981
Pho, Joleen	75,880	Powers, Helen	68,908	Rae, Michelle	85,228
Piasta, Linda	69,218	Powers, Jessica	96,517	Raedeke, Maria	57,942
Picard, Imelda	50,216	Prairie, Maureen	56,145	Ragadio, Rosario	225,280
Picard, Sonja	100,127	Praski, Nancy	100,018	Rahimzadah, Nasim	59,384
Pierce, Christina	69,577	Pratt, Melinda	63,271	Rainbow, Scott	82,913
Pike, Fay	61,283	Preikchat, Elton	66,142	Ram, Hansa	58,437
Pike, Greg	78,883	Prekaski, Colleen	151,138	Ramage, Cheryl	58,029
Pilon, Marcia	54,834	Preston Deitner, Spencer	66,641	Ramos, Katrina	129,400
Pilon, Timothy	134,160	Pretzlaw, Doreen	92,607	Ramos, Pinky Ava	50,254
Pinay, Kara	83,202	Prevost, Debbie	76,238	Ramos Faldas, Lalaine	52,357
Pirlot, Christine	63,884	Primavera, Janice	94,292	Ramsay, Corrie	94,514
Pitariu, Gabriela	64,292	Pritchard, Beverley	105,136	Ramsay, Doug	80,961
Pitre, David	60,683	Pritchard, Ruth	54,498	Ramsay, Todd	79,163
Pitura, Dale	67,052	Prokopetz, Jason	79,817	Ramstead, Jackie	66,859
Pitura, Susan	104,413	Prokopetz, Michael	65,897	Ranalli, Greg	69,908
Plank, Lisa	126,786	Proteau, Monique	50,081	Randall, Lisa	109,915
Playter, Pamela	136,606	Proulove, Ann	91,193	Rapchalk, Jason	73,891
Poage, Pamela	51,236	Proulx, Sharon	97,121	Raquedan, Jeanavie	192,015
Poitras, Jana	93,130	Pruner, Amiko	67,085	Rask, Colin	77,474
Pollard, Sandra	77,628	Prystupa, Lindsay	61,575	Rasmussen, Benjamin	61,269
Pollock, Bonnie	82,803	Pugh, Myrna	85,291	Rasmussen, Nancy	56,000

# Appendix C: Payee List

<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>	<b>Individual</b>	<b>Payment</b>
Rathwell, Dana	66,593	Richardson, Coreen	89,010	Rodgers, Pamela	83,435
Rathy, Brent	119,078	Richardson, Melinda	64,618	Rodil, Ruel	119,766
Ratz, Chalena	98,023	Richardson, Nancy	66,157	Rodriguez, Stephanie	116,610
Rauckman, Christina	99,139	Richaud, Allison	83,429	Roduta, Madilene	69,335
Ray, Amanda	62,343	Richaud, Pamela	124,965	Roesch, Erin	102,242
Rayos, Racquel	140,135	Riche, Kailey	56,201	Roeske, Melynda	80,509
Reaburn, Ross	87,152	Richenberger, Paul	82,141	Rogers, Arlene	93,123
Recknell, Michelle	50,854	Richter, Deborah	92,586	Rogers, Renee	81,187
Rector, Patricia	96,808	Richter, Florence	94,633	Rogers, Shannon	78,229
Reddekop, Patrick	76,689	Richter, Ginger	90,633	Rogerson, Heather	101,039
Redenbach, Michael	260,517	Richter, Glenn	72,457	Rogina, Sandy	102,480
Reece, Wanda	65,365	Richter, Sherry	55,095	Rogoschewsky, Deborah	60,150
Reed, David	86,736	Ridgway, Amy	83,851	Rogoschewsky, Jessica	65,547
Reed, Jody	94,837	Rieder, Evelyn	52,682	Rohs, Pamela	67,052
Reekie, Wendy	64,238	Riemer, Joan	94,920	Roland, Lisa	101,388
Regehr, Ronald	95,809	Rigonan, Dryden	110,739	Romero, Ana	52,197
Reich, Breanna	69,738	Riley, Colleen	70,597	Roque, Alexander	108,480
Reid, Ingrid	105,695	Rinas, Shelly	58,262	Rorbeck, Barry	153,595
Reid, Joanne	97,389	Rines, Andrea	72,109	Rorbeck, Darlene	132,984
Reid, Marilyn	98,696	Ring, David	65,172	Rosbrook, Gloria	82,165
Reid Leimgardt, Lorna	70,257	Rintoul, Leah	73,689	Rose, Barbara	52,131
Reimer, Betty	117,697	Ripley, Kelli	96,678	Roske, Sheila	94,134
Reimer, Florence	69,779	Ripplinger, Janice	81,577	Roslinski, Carla	77,807
Reiser, Katie	69,326	Rist, Amanda	124,081	Rosom, Cheryl	98,384
Reiter, Andrea	89,670	Ritchie, Bonnie	52,048	Ross, Jacalyn	90,818
Remoue, Marcy	69,853	Ritchie, Shanna	54,410	Ross, Landace	70,126
Renauld, Lacy	104,681	Ritmillier, Maryann	98,378	Rosseker, Gail	74,369
Renner, Kaitlyn	78,693	Ritson, Ann	71,836	Rosser, Cindy	60,984
Renner Scott, Faye	89,244	Ritter, Judy	54,141	Rostie, Darcy	77,250
Rennie, Trisha	69,926	Rittwage, Catherine	103,285	Roszell, Patrick	68,228
Renwick, Patricia	96,613	Roberts, Brent	69,801	Rotariu, Lynn	73,384
Repotente, Anthony	53,490	Roberts, Garnet	91,120	Roth, Kathy	84,664
Repotente, Maria Fe	111,271	Roberts, Gennine	67,670	Rotheisler, Stephanie	50,080
Reschke, Eric	54,430	Roberts, Glen	152,708	Rothwell, Mary	65,522
Resurreccion, Althea	77,016	Roberts, Susan	100,071	Roulston, David	112,376
Rettger, Kelly	114,896	Robertson, Coralee	76,384	Roulston, Shelley	92,615
Retzer, Pamela	92,426	Robertson, Marlene	96,959	Roussin, Jason	60,349
Revelo, Jay	112,266	Robertson, Nicole	66,512	Routledge, Joy	95,173
Revenko, Scott	93,695	Robins, Lynnette	98,786	Roy, Linda	65,778
Revoy, Sheldon	81,543	Robinson, Angela	126,591	Roy, Valerie	82,465
Reyes, Billy John	86,178	Robinson, Beryl	106,260	Royal, Benjamin	88,226
Reynard, Beth	55,601	Robinson, Brenda	64,630	Royal, Joshua	78,905
Reynolds, Michele	92,170	Robinson, Jennifer	50,617	Rubrecht, Darlene	70,969
Rhineland, Christopher	66,366	Robinson, Lorrie	69,298	Ruda, Lisa	109,410
Rhodes, Rod	63,048	Robinson, Tom	121,855	Rudd, Delaney	93,997
Ricchetto, Anabella	114,349	Robison, Brent	116,912	Ruder, Sarah	94,149
Ricci, Jacquelin	147,344	Robson, Gwen	67,525	Rudy, Dennis	50,154
Ricci, Stanley	82,150	Robson, Janice	106,955	Ruecker, Holly	100,143
Rich, Kim	117,754	Rocheleau, Kelly	65,609	Ruecker, Joshua	79,573
Richards, James	64,576	Rodger, Debbie	97,530	Ruecker, Margaret	77,369
Richards, Mardel	108,375	Rodgers, Melissa	65,883	Ruehs, Dyneena	96,133
Richardson, Brenda	58,312	Rodgers, Milissa	104,009	Runge, Dianna	60,225

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Rupchan, Joe	79,340	Santiago, Karen	138,437	Schlamp, Michelle	96,910
Rusaw, Lynda	57,834	Santin, James	53,523	Schmeling, Lenore	84,215
Rushlow, Jodi	102,697	Santo, Christina	51,453	Schmidt, Alana	61,611
Rushton, Beverly	69,701	Santos, Dulce	52,506	Schmidt, Andrew	74,687
Rushton, Mitsy	97,512	Santos, Edna	65,588	Schmidt, Bonny	64,744
Rusk, Kimberly	100,179	Santos, Giovanni	73,108	Schmidt, Craig	124,840
Russell, Danette	76,155	Santos, Imelda	55,514	Schmidt, Deborah	55,632
Russell, Jennifer	77,829	Santos, Jennifer	61,816	Schmidt, Erica	64,357
Russell, Nancy	50,597	Sanville, Shawn	75,809	Schmidt, Julie	117,950
Russell, Pamela	51,091	Sanya, Lynn	153,556	Schmidt, Kristen	77,550
Russell, Rhonda	67,100	Sarma, Debasish	65,057	Schmidt, Laura	51,364
Russell, Robert	77,790	Sarmiento, Louelle	113,214	Schmidt, Laurie	51,620
Russell, Theresa	106,157	Sarty, Cathy	69,134	Schmidt, Mary	73,290
Rutten, Karen	94,876	Sauer, Melissa	73,874	Schmidt, Mary	85,316
Ruzicka Olson, Corie	76,391	Sauve, Melinda	79,486	Schmidt, Melissa	63,644
Ryan, Arla	90,974	Savoie Church, Natalie	89,771	Schmidt, Rachelle	73,384
Ryan, Gloria	98,790	Sawatsky, Carlle	72,283	Schmidt, Shawna	108,715
Ryan, Kelly	110,196	Sawatsky, Chris	92,100	Schmidt, Sherry	76,801
Ryan, Richelle	75,740	Sawchuk, Dusten	100,036	Schmidt, Sonja	78,143
Ryan, Warren	65,805	Saxby, Shay	53,175	Schmidt, Susan	82,136
Rybchuk, Ken	75,702	Schaefer, Shelley	102,156	Schmidt, Traci Jo	82,080
Rydzik, Louise	140,719	Schaeffer, Christine	63,914	Schmidtz, Barbara	70,464
Rydzik, Lynne	56,002	Schaeffer, Mandy	52,799	Schmitz, Jessica	75,308
Ryerson, Jennifer	64,060	Schaeffer Rist, Holly	79,975	Schneider, Alma	73,385
Sabo, Carol	65,497	Schatz, Lois	100,026	Schneider, Amanda	76,002
Sabo, Patricia	66,675	Scheibel, Michelle	100,157	Schneider, Doreen	63,246
Saczek, Krzysztof	423,275	Scheidt, Coby	106,344	Schneider, Susan	63,233
Safi, Masoud	88,812	Schell, Eloise	93,178	Schnurr, Jinky	53,006
Sahulka, Cole	67,896	Schellenberg, Deborah	108,738	Schock, Brenda	78,802
Saint, Paul	66,116	Schenstead, Amanda	55,444	Schoenfeldt, Nancy	50,079
Saint, Sherry	105,105	Scherbey, Terry	72,284	Schoenhofen, Brenda	144,168
Salem, Alicia	54,237	Scherle, Melanie	65,870	Schoenrock, Coralee	89,378
Sali, Janet	85,197	Scherle, Tracy	50,644	Schoenroth, Johnathan	63,946
Sali, Lori	63,569	Scheske, Jill	75,626	Schoenthaler, Shelley	90,470
Sali, Mona	93,594	Scheuer, Brenda	58,940	Schopf, Jacqueline	65,530
Sam, Agatha	75,089	Scheuer, Gail	120,555	Schrader, Ceigee	96,498
Samchyk, Stephen	64,121	Schiazza, Guido	99,984	Schroeder, Cindy	100,539
Samchyk, Tera Lee	66,966	Schick, Debra	57,762	Schroeder, Debbie	91,095
Samolesky, Diane	57,477	Schiebelbein, Beth Ann	77,210	Schuba, Robert C	104,307
Samonte, Joel	228,433	Schier, Rae	58,342	Schuler, Sharon	73,384
Samonte, Nolita	76,713	Schikowski, Tracey	83,508	Schulhauser, Michael	82,627
San Diego, Ricsan	127,752	Schill, Robin	91,524	Schultes, Jeffrey	90,189
Sanden, Joel	89,046	Schiller, Betty	81,410	Schultz, Beverley	73,384
Sanders, Carol Ann	73,178	Schiltz, Carol	70,945	Schultz, Michelle	51,648
Sanders, Jennifer	66,527	Schiltz, Murray	69,620	Schultz, Michelle	88,239
Sanderson, Robin	67,964	Schinborn, Charisse	63,750	Schultz, Rhonda	66,670
Sandhoff, Marilyn	53,061	Schindel, Sherice	92,250	Schultz, Victoria	98,611
Sandin, Sherri	80,513	Schindel, Taryn	97,744	Schulz, Greg	100,204
Sandor, Donna	91,208	Schindelka, Crystal	62,839	Schumann, Carmena	54,194
Sandstra, Shawwna	83,588	Schindler, Brenda	50,270	Schurko, Karen	50,883
Sanftleben, Laura	68,156	Schindler, Karen	99,377	Schussler, Lisa	55,237
Sanopo, Maria C	106,385	Schlamp, Gwendolyn	69,175	Schuster, Brenda	115,238



# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Schuster, Fawna	59,554	Senft, Marlene	56,139	Sidhu, Mohinder	76,996
Schutz, Monica	93,894	Senga, Carrie	91,099	Sieben, Lianne	59,198
Schwabe, Keith	50,293	Senga, Chad	79,432	Sieben, Natasha	51,703
Schwalm, Dwayne	79,512	Seno, Rommel	576,455	Sigmeth, Myra	57,437
Schwark, Dayna	67,047	Sentes, Tina	94,924	Signarowski, Stuart	77,661
Schwartz, Dale	76,936	Sentz, Holly	54,589	Sikorski, Jolene	58,206
Schwartz, Janice	69,755	Seon Mccallum, Charlene	101,139	Silbernagel, Trisha	58,767
Schwartz, Jennifer	70,503	Serediak, Ernie	98,310	Silva, Caroline	98,288
Schwartz, Kelly	65,967	Serle, Shelley	106,157	Silversides, Katelyn	72,340
Schwartz, Lindsey	66,794	Serrano, Adriana	66,136	Silverson, Elsa	91,120
Schwartz, Robert	91,331	Serrano, Cherrlyn	154,508	Silzer, Genine	84,967
Schwartz, Wendy	64,472	Service, Rochelle	69,145	Silzer, Joanne	86,607
Scott, Carmen	56,959	Severson, David	85,171	Silzer, Kayla	68,327
Scott, Donna	52,800	Severson, Kassandra	68,936	Silzer, Shanna	109,492
Scott, Marcia	118,137	Shahid, Umair	82,174	Sim, Carey	95,910
Scott, Maxine	145,663	Shannon, Jacqueline	97,441	Simard, Katherine	76,018
Scott, Michelle	92,902	Shannon, Rhonda	72,217	Simcorescu, Constanti	51,549
Scraper, Kelly	81,182	Sharkey, Brittany	53,471	Simms, Rita	56,389
Sculli, Marissa	83,178	Sharma, Indu	50,843	Simon, Claudia	140,706
Sebastian, Liza	71,223	Sharpe, Josephine	72,850	Simpson, Jana	92,738
Sebastian, Lydia	97,715	Shaw, Bobbie Jean	56,632	Simpson, Therese	80,152
Secco, Roxanne	52,685	Shaw, Charlene	51,587	Sinclair, Bettyanne	90,855
Secuur, Janine	74,577	Shaw, Dawn	80,748	Sinclair, Natalie	55,717
Seel, Taryn	53,768	Shaw, Terrence	78,089	Sinclair Birns, Heather	79,021
Sehn, Marcia	50,692	Shay, Melanda	80,191	Singer, Gennifer	91,371
Sehn, Randy	91,099	Sheldon, Angela	78,419	Singer, Kateri	99,811
Seib, Chad	68,252	Shenner, Robyn	78,518	Singh, Melanie	52,327
Seib, Heather	89,029	Shepherd, Audrey	56,328	Sinnett, Debbie	153,544
Seibel, Jackie	82,080	Sherar, Michael	60,983	Sirup, Blair	106,714
Seidlikoski, Noelle	71,215	Sheridan, Eileen	76,094	Sison, Cora	57,706
Seitz, Tammy	68,827	Shetterly, Alyson	84,992	Siwek Gray, Carmin	54,763
Selensky, Cindy	83,813	Shevalier, Marcel	69,987	Sjodin, Arlen	80,091
Selinger, Arlene	78,279	Shevchuk, Debra	179,823	Skaar, Gerard	80,864
Selinger, Carolyn	57,787	Shewchuk, Daryl	112,957	Skaif, Sheila	55,189
Selinger, Christine	108,143	Shilling, Raylene	63,844	Skiba, Valerie	86,428
Selinger, Darcie	54,640	Shiplack, Lauren	72,461	Skiftun, Stacey	68,956
Selinger, Donna	99,648	Shire, Tracy	73,485	Skinner, Shannon	81,006
Selinger, Janelle	70,636	Shoemaker, Laurie	52,551	Skolney, Janine	54,872
Selinger, Lorenda	57,502	Shoemaker Chorney, Laura	75,112	Skulsky, Barbara	109,432
Selinger, Marsha	73,348	Sholdra, Yuriy	76,467	Skwark, Gail	103,670
Selinger, Michelle	68,823	Short, Pat	91,114	Skwark, Holly	134,205
Selinger, Norman	64,544	Shreeves, Lora	85,072	Slade, Tara	53,339
Selinger, Stephen	93,241	Shufflita, Laureen	60,906	Slater, Bettyann	118,092
Selinger, Tracy	62,166	Shufflita Kurtz, Sheila	117,191	Slater, Nicole	97,937
Sellers, Nancy	96,213	Shymkiw, Joanne	91,672	Slimmon, Arlene	67,736
Sellinger, Cheryl	66,267	Sia, Eduardo	91,560	Slingsby, Amy	103,831
Sellinger, Douglas	116,314	Sia, Jackson	53,715	Slinn, Jackie	131,254
Selzer, Sharon	106,610	Sia-Javier, Lynette	181,361	Slinn, Jeffrey	91,440
Semchuk, William	132,964	Siao, Kristina	113,751	Slinn, Sharon	70,592
Semey, Patricia	113,922	Siapno, Irish Jylland	78,889	Slinn, Tanya	97,808
Senft, Janell	83,870	Sich, Colleen	109,787	Sliva, Donna	50,907
Senft, Kaylene	59,625	Sideen, Tina	77,677	Slivenski, Nicole	73,942

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Slopinski, Dwayne	94,788	Sorensen, Elizabeth	62,428	Stevenson, Danielle	59,654
Sluchenski, Charlotte	66,474	Sorensen, Stacey	96,858	Stevenson, Megan	58,853
Slugoski, Yvonne	95,611	Sorensen, Thomas	106,157	Stevenson, Vida	57,123
Sluser, Joy	82,660	Soria, Nonita	75,193	Stewart, Beryl	50,752
Slywka, Pamela	50,293	Soriano, Corazon	66,992	Stewart, Cheryl	86,911
Smadu, Marlene	149,892	Sotkowy, Kayla	50,601	Stewart, Erynne	89,207
Smeets, Donna	106,157	Sotto, Shannaz	93,906	Stewart, Jesse James	69,772
Smeikle, Lenieve	100,769	Souchotte, Karen	54,673	Stewart, Leona	67,743
Smetaniuk, Bronwyn	73,904	Sousa, Lydia	79,506	Stewart, Linda	93,288
Smiatek, Christina	69,079	Soutar, Tania	62,363	Stewart, Lisa	127,098
Smith, Amy	73,069	South, Sherry	66,717	Stewart, Lois	70,743
Smith, Barbara	103,266	Spagrud, Danette	62,413	Stewart, Pat	129,739
Smith, Brenda	61,124	Sparvier, Adrienne	52,260	Stewart, Shawna	94,755
Smith, Debbie	109,144	Speers, Christie	109,788	Stewart, Sheena	80,488
Smith, Deborah	51,096	Speers, Tricia	63,377	Stewart, Tannis	76,422
Smith, Emily	94,530	Spelay, Elizabeth	76,497	Stewart, Theresa	70,598
Smith, Kerbie	58,688	Spence, Marley	57,344	Stewart Gall, Carrie	78,564
Smith, Kevin	51,461	Spence, Rane	84,181	Stianson, Leah	64,915
Smith, Malwinder	54,344	Spence Gress, Cara	77,267	Stimson, Marie	62,761
Smith, Margaret	50,367	Spencer, Cathleen	59,952	Stinson, Andrea	68,895
Smith, Marilyn	79,480	Spencer, Joyce	50,863	Stirr, Fred	104,882
Smith, Michelle	56,079	Spencer, Katherine	74,445	Stirr, Janice	83,673
Smith, Robyn	67,807	Spencer, Mitchell	124,949	Stobbs, Debbie	56,587
Smith, Scott	91,163	Spicer, Eva	110,430	Stobbs, Janice	71,858
Smith, Sheila A	52,894	Spilak, Cathi	130,990	Stocks, Ruth	65,295
Smith, Sherice	113,454	Spitzner, Avery	86,709	Stone, Carly	68,534
Smith, Teresa	98,708	Spooner, Jason	75,088	Stopanski, Gregory	60,724
Smith, Valerie	57,874	Springer, Jessica	56,587	Stoppler, Darla	52,109
Smuk, Linda	73,385	Srochenski, Terry	55,321	Stoppler, Helen	75,810
Smulan, Carole	94,706	St Onge, Jennifer	73,724	Storey, John	53,751
Snedker, Cyndy	71,575	St Onge, Lynn	79,436	Storey, Katherine	91,334
Snell, Moni	163,514	Stadnyk, Donna	66,180	Storozuk, Lynda	67,669
Snell, Richard	54,973	Stadnyk, Jamie	70,328	Stovall, Lindsay	119,254
Snell, Robert	65,138	Stadnyk, Robert	76,775	Stradeski, Jody	54,515
Snyder, Rae Lyn	90,544	Stadnyk, Shelley	67,412	Strain, Lorraine	106,157
Soanes, Janelle	82,863	Stamm, Shelley	78,401	Strand, Leslie Anne	91,354
Sobchuk, Tyne	96,584	Stang, Laurel	82,700	Stratton, Barbara	54,261
Soby, Darryl	63,895	Stapleton, Tammy	78,653	Straub, Elana	81,941
Socketk, Ingrid	93,183	Stasiak, Catherine	96,530	Strawford, Randy	72,817
Softley, Laura	79,955	Stasiuk, Scott	59,814	Straza, Barbara	54,260
Sojwal, Anita	92,302	Stauber, Noreen	77,033	Straza, Lori	97,547
Solidarios, Glenn	115,883	Stefner, Delane	51,390	Streisel, Lori	57,867
Soliman, Vincent	53,026	Steinke, Shalila	58,143	Stricker, Barry	115,039
Soloduk, Louella	55,130	Stelmacovich, Sarah	84,782	Stricker, Lori	94,750
Solonyanko, Lori	101,103	Stepaniuk, Diane	53,148	Stringer, Andrea	54,176
Solypa, Cyndy	105,034	Stephens, Ashley	65,065	Stringer, Connie	115,287
Sommer, Crystal	62,307	Stephens, Dave	82,580	Stringer, Robert	59,937
Sommer, Leland	92,697	Stephens, Wanda	99,922	Stroh, Janel	51,873
Song, Wanchun	81,138	Stephenson, Robert	106,714	Strong, Christine	61,562
Sonntag, Maureen	82,015	Sterling, Leana	62,583	Strudwick, Amy	89,936
Sopczak, Vince	61,336	Stettner, Laura	94,146	Stuber, Arlene	92,510
Sorensen, Caroline	53,524	Stevens, Shawna	66,252	Stuber, Michael	99,858

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Stueck, Colleen	89,948	Tarr, Jonathan	82,666	Thomson, Meghan	95,404
Stuike, Heather	70,948	Tarr, Lisa	80,499	Thorn, Gloria	61,946
Stulberg, Shelley	77,745	Tarr, Rachel	97,731	Thornhill, Stacy	69,058
Stuttard, Kim	66,465	Tarrazona, Judith	99,433	Thornhill, Tasha	74,480
Styles, Christa	98,202	Tayco, Ailyn	93,832	Thorp, Leah	100,224
Sullivan, Linda	62,882	Taylor, Andrew	60,969	Thurlow, Ronald G	81,960
Sulymka, Mark	88,495	Taylor, Carla	66,940	Tiede, Bruno	106,580
Sulz, Linda	125,616	Taylor, Chantal	64,254	Tiglao, Jerome	151,741
Sumagaysay, Kathylyn	108,357	Taylor, Janet	72,073	Tiglao, Kathleen	114,086
Sumakote, Evelyn	96,681	Taylor, Jennifer	114,141	Tillson, Rachel	108,943
Sumang, Maria Carmela	120,905	Taylor, Lynnette	57,663	Tinio, Jestoni	66,811
Theresa		Taylor, Martha	61,447	Tippe, Cathy	106,157
Sundholm, Elisa	62,781	Taylor, Shelley	95,576	Tirk, Candace	65,499
Sundin, Leslie	104,029	Tefera, Tsehaynesh	94,820	Tittle, Larry	72,614
Surkan, John	107,892	Temple, Heather	71,690	Titus, Agnes	130,442
Sutherland, William J	77,853	Temple, Krista	58,859	Tkatch Melle, Chrisinda	88,940
Sveinbjornson, Raquel	60,077	Temple Jones, Jan	73,385	Tobil, Marie Ann	73,298
Swab, Elden	84,783	Tenoso, Judelene	107,282	Todd, Nicole	84,308
Swallow, Tiffany	73,860	Tetoff, Alexander	54,609	Todd, Roberta	103,065
Swalm, Adam	66,666	Tetrault, Monique	57,392	Toews, Audrey	75,179
Swan, Louise	93,282	Thain, Linda	121,722	Toews, Darlene	67,797
Swanson, Lisa	51,416	Thauberger, Jenna	66,416	Tokarski, Annamarie	89,996
Swanton, Stacey	51,240	Thauberger, Linda	79,135	Tokaruk, Sandy	111,565
Sweatman, Elizabeth	104,111	Thauberger, Lorna	71,935	Tomczak, Elizabeth	97,441
Sweeney, Lesley	90,735	Thauberger, Veronica	100,221	Tomik, Jordan	53,029
Sweet, Tim	92,961	Therault, Lyle	70,899	Tomlin, Louise	56,958
Swehla, Alison	75,943	Therault, Shannon	56,780	Tomyk, Wendy	90,684
Swerid, Sheila	96,536	Therrien, Kristen	80,744	Tomyn, Lana	59,380
Swift, Deanne	77,054	Thiele, Marjorie	99,577	Toner, Beryl	105,826
Swift, Laurie	67,199	Thiessen, Whitney	75,578	Tonn, Dwight	116,137
Switzer, Heather	111,496	Tholl, Crystal	78,009	Tooley, Jamie	83,484
Sylvestre, Jennifer	86,726	Thom, Jackie	58,078	Topal, Jodi	89,236
Symon, Joanne	53,461	Thomas, Chantelle	74,278	Toporowski, Amanda	77,650
Szafron, Susan	59,954	Thomas, Jacob	93,183	Toppings, Julie	100,527
Szmutko, Diane	136,024	Thomas, Rhiannon	101,673	Torgunrud, Aldona	60,116
Szostak, Barbara	61,170	Thomas Cullen, Lynwen	79,329	Tornberg, Kristy	91,592
Tafesse, Fekade	61,199	Thome Sikora, Kathleen	81,984	Toro Hopkins, Debbie	116,424
Tait, Victoria	87,288	Thomlinson, Jenine	77,279	Tourangeau, Charles	71,298
Talbot, Charlene	50,815	Thompson, Amanda	55,106	Tourond, Lorna	99,951
Tallon, Denise	75,432	Thompson, Beverly	83,625	Towriss, Nelson	103,235
Tamayo, Kenny	105,688	Thompson, Lana	80,991	Trafiak, Connie	53,151
Tampus, Salud	105,808	Thompson, Maureen	81,905	Trail, Linda	56,087
Tan, Antonieta	61,302	Thompson, Paula	75,456	Tran, Lynn	115,305
Tan, Wenzzy	155,390	Thompson, Tammy	95,754	Tratch, Laveena	98,851
Tan, Yin Yin	80,688	Thompson, Vicki	81,363	Treleaven, Denise	70,130
Tancrede, Lionel	87,372	Thomsen, Christina	75,920	Treleaven, Shelly	168,227
Tangjerd, Angela	95,293	Thomson, Deborah	63,946	Trelenberg, Ross	70,494
Tangjerd, Brad	52,713	Thomson, Donna	74,763	Tremblay, Hugo Rene	82,715
Tank, Laurie	78,084	Thomson, Janelle	86,064	Tremblay, Tanis	60,479
Tanzell, Angela	50,158	Thomson, Jessica	61,772	Trenton, Christine	111,024
Tanzell, Darren	90,811	Thomson, Joanne	50,879	Tripe De Roche, Robyn	65,991
Tapp, Angela	79,373	Thomson, Lisa	74,112	Tripp, Darlene	68,721

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Troff, Robert	50,833	Ursulescu, Sandy	73,593	Vinluan, Manuel	79,692
Trotter, Carla	60,242	Usick, Len	70,494	Vinluan, Rolivette	128,492
Trotter, Joseph	93,171	Uy, Joy	89,565	Vipond, Peggy	65,454
Troy, Jennifer	69,236	Uy Tina, Tettet	126,682	Virani, Azmeena	59,783
Troy Hebert, Barbara	60,047	Valcourt, Lindsey	74,218	Viray, Eden Grace	69,000
Trudelle, Paulette	67,596	Valenzuela, Sheryl	110,720	Virtue, Alison	103,283
Truman, Kevin	78,203	Valera Rodil, Jocelyn	90,597	Vogt, Michele	153,556
Truman, Sharon	118,944	Valimaki, Anna	81,122	Vollman, Arlyce	79,401
Truman, Stacy	107,933	Vall, Teresa	97,441	Vollman, Tracy	106,722
Truscott, Trent	281,381	Vallee, Colleen	87,470	Vongkhaophet, Jennifer	73,136
Trytten, Melody	93,828	Valley, Scott	77,491	Vongphit, Souvannara	64,419
Tuazon, Maria	90,750	Valmeo, Imelda	114,418	Voss, Arletta	92,043
Tubello, Graziella	78,046	Van De Kamp, Rory	54,960	Voss, Kim	78,710
Tuchscherer, Laura Lee	106,185	Van De Sype, Randy	50,812	Voss, Linda	68,135
Tucker, Matthew	56,679	Van De Vorst, Pamela	94,556	Vu, Susan	51,978
Tuff, Eileen	73,263	Vanbuekenhout, Guy	98,335	Vye, Lorissa	91,722
Tulloch, Heather	54,946	Vancaesele, Kim	78,422	Wacker, Alexia	76,551
Tulloch, Lori Jean	109,133	Vance, Lisa	63,960	Wacker, Jenna	61,087
Tumac, Alison	83,824	Vandamme, Debra	61,912	Wacker, Linda	118,137
Tumack, Charlene	103,552	Vanderlaan, Giles	86,794	Wade, Carla	73,000
Turlock, Nicole	82,475	Vandesype, Jennifer	73,418	Wadhawan, Amandeep	54,587
Turnbull, Dianne	93,369	Vandevorst, Raymond	138,594	Wagner, April	111,179
Turnbull, Katherine	56,364	Vanhove, Melinda	69,726	Wagner, James	53,182
Turner, Dale	90,047	Vanluven, Dion	72,855	Wagner, Jennifer	66,430
Turner, Gina	99,845	Vanparys, Bev	85,446	Wagner, Kaitlyn	75,910
Turner, Patricia	54,524	Vanvliet, Paulette	63,275	Wagner, Lorraine	97,711
Turton, Marie	81,190	Varga, Devin	57,067	Wagner, Myrna	115,422
Tuttle, Megan	78,893	Varga, Melissa	76,234	Wagner, Rosemary	114,398
Twardowski, Samantha	93,322	Vargas, Cecilia	71,735	Walchuk, Holly	81,153
Tyckon, Paul	66,130	Vargo, Troy	54,310	Walchuk, Kaye	76,795
Tyler, Brenda	72,498	Varin, D Brian	68,064	Walczykowski, Hanna	92,809
Tymchyshyn, Robert	90,376	Vasquez, Marevel	145,885	Wald, Irene	91,850
Tyrer, Diane	57,711	Vass, Sandra	50,955	Waldegger, Janis	53,183
Uhren, Linda	105,446	Vaughan, Maggie	72,374	Walker, Andrea	62,066
Uhrich, Donna	92,627	Vaxvick, Annette	107,771	Walker, Dianne	56,074
Uhrich Chappell, Jannah	59,408	Vaxvick, Kevin	89,998	Walker, Donna	76,941
Uhryn, Korin	92,953	Vegunta, Krishna	81,422	Walker, Lucinda	65,763
Uleryk, Agnes	72,155	Velasco, Maricar	106,400	Walker, Megan	88,031
Ulmer, Amanda	74,400	Velasco, Melville	123,752	Walker, Sharon	69,153
Ulmer, Erin	79,615	Velestuk, Debbie	96,443	Walker, Sheryl	89,386
Ulmer, Michalene	102,846	Velestuk, Margaret	79,717	Wall, Lorene	67,030
Ulrich, Stacey	68,596	Velonta, April	112,457	Wallace, Brenden	110,894
Underhill, Kristin	69,408	Venaas, Amber	71,685	Walraven, Margaret	71,196
Underhill, Wanda	59,071	Venables, Natasha	82,771	Walter, Douglas	64,500
Underwood, Willow	53,661	Venter, Jacobus	89,222	Walter, Jacquelin	58,868
Undseth, Kathy	92,817	Vernon, Stella	50,702	Walters, Valeria	81,618
Unser, Debbie	59,852	Verville, Francoise	76,256	Wambululu, Gladys	96,313
Unser, Samantha	98,139	Vicente, Jobel	126,577	Wan, Rex	96,661
Upshall, Donna	106,714	Vickers, Kim	90,759	Wanner, George	89,542
Urbaniak, Patty	77,605	Vigneux, Bianca	80,644	Ward, Ashley	84,326
Urbiztondo, Arnel	91,042	Villaflores, Nancy	106,487	Ward, Erin	50,217
Urschel, Jennifer	53,127	Villafuerte, Jenniffer	55,800	Ward, Heather	67,622

# Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Ward, Stefanie	67,844	Wendel, Brenda	54,326	Williams, Marian	89,417
Warde, Gail	87,198	Wendel, Tenneille	95,330	Williams, Rebecca	81,395
Wark, Judy	64,375	Wenger, Amanda	85,544	Williams, Suzanne	52,536
Warkentin, Joyce	80,585	Wentzell, Cindy	88,187	Williams, Tamara	50,132
Warner, Danielle	53,724	Werner, Chris	56,248	Williams, Tanya	74,609
Warren, Shannon	81,146	Werschler, Becky	75,733	Williams, Timothy	65,498
Wass, Patricia	63,260	Werschler, Kimberly	68,756	Williamson, Brenda	67,451
Wasylenko, Tim	50,003	Wesdyk, Elsie	66,003	Williamson, Jacqueline	69,316
Wasylyshyn, Dave	102,303	West, Dana	78,799	Williamson, Lori	67,670
Waters, Allyson	91,551	West, Erin	93,851	Willis, Janna	109,584
Waters, Christina	87,884	West, Fred	77,642	Willis, Keith	62,091
Waters, Kim	87,564	West, Janet	66,588	Willway, Verity	95,330
Watkins, Michelle	93,984	West Johnson, David	113,086	Wilmot, Jane	107,942
Watsemwa, Nesita	65,036	Westby, Kevin	69,104	Wilson, Barbara	92,325
Watson, Barb	91,097	Westby, Sherri	58,729	Wilson, Beverly	86,769
Watson, Laurie	92,241	Westgard, Jennifer	73,081	Wilson, Donald	105,056
Watson, Tamora	59,100	Wetherill, Erin	62,536	Wilson, Donna	93,669
Watts, Brittney	92,634	Wharf, Pamela	65,419	Wilson, Jay	89,202
Waugh, Lisa	62,627	Wharton, Tammy	104,166	Wilson, Joyce	102,303
Wawro, Susan	95,047	Whelpton, Susan	93,224	Wilson, Kate	106,094
Way, Michelle	75,389	White, Barbara	57,476	Wilson, Pamela	55,037
Wazni, Roqaya	52,479	White, Braden	78,647	Wilson, Scott	67,467
Weatherbee, Sarah	83,237	Whitebear, Tanya	64,201	Wilson, Tracey	85,603
Webb Young, Geraldine	129,680	Whiteman, Peter	108,293	Wilson Schwabe, Sherri	89,914
Weber, Jennifer	51,139	Whiting, Celine	94,254	Wilton, Suzanne	63,867
Weber, Maureen	78,935	Whiting, Patricia	56,333	Winchester, Shawna	74,511
Weed, Brittney	52,665	Whitrow, Rodney	106,143	Windsor, Gwen	81,470
Weflen, Kerrie	81,801	Whitaker, Patricia	92,229	Windsor, Kent	72,067
Weimer, Laura	84,707	Whittington, Quynh	73,009	Wing, Jennifer	73,381
Weinbender, Claudette	70,094	Wiebe, Margaret	99,605	Winkel, Tanya	105,365
Weinberger, Annette	91,073	Wiebe, Naomi	51,174	Winkler, Stephanie	72,072
Weinberger, Kacee	64,538	Wiebe, Sharon	54,983	Wirsche, Kristen	84,476
Weinberger, Tanya	89,008	Wiens, Aimee	73,438	Wirth, Donna	68,079
Weinmaster, Marilyn	91,878	Wiest, Nicole	73,717	Wirth, Kayla	86,903
Weir, Dawn	80,496	Wiest, Roberta	140,690	Wirth, Kristen	60,038
Weir, Jodie	90,811	Wiest, Traci	86,706	Wirtz, Brenda	93,961
Weir, Louise	110,798	Wihlidal, Benjamin	91,092	Wise Klein, Daphne	83,845
Weisbeck, Erin	96,779	Wihlidal, Cara	87,998	Wisner, Connie	59,700
Weisbeck, Stacey	72,495	Wihlidal, Comena	104,097	Wisniewski, Krysta	117,224
Weisbrod, Myrna	106,157	Wilcox, Bradley	69,201	Wiszniak, Debra	121,078
Weisbrod, Stephanie	81,158	Wild, Karen	74,117	Witham, Janice	50,375
Weisbrodt, Shirley	65,007	Wild, Kayla	76,214	Witt, Raylene	94,420
Weisgarber, Maureen	110,942	Wiley, Robert	88,457	Witzel Garnhum, Heather	52,295
Weisgerber, Karen	98,862	Wilkie, John	85,430	Wizniak, Margaret	60,174
Weisshaar, Glenys	96,730	Wilkie, Kristin	63,427	Wobben, Nicolaas	94,749
Wekerle, Carla	108,196	Wilkie, Linda	74,957	Woiken, Gwen	66,609
Wekerle, Robert	93,781	Wilkinson, Lana	69,933	Wolf, Lee	114,158
Welder, Colette	54,866	Wilkinson, Lorna	79,295	Wolf, Suann	50,883
Welder, Erin	105,492	Williams, James	66,630	Wolfe, Lesley	84,300
Wells, Christian	96,920	Williams, Jason	106,977	Wolfe, Robert	63,739
Wellsch, Erin	95,640	Williams, Joan	56,278	Wolfe, Tanya	98,953
Welsh, Audra	63,051	Williams, Linda	117,038	Wollbaum, David	78,966



## Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Wong, Elsie	113,807	Yee, Barry	60,024	Zerbin, Christine	66,167
Wong, Katty	100,095	Yee, Betty	92,859	Zerff, Terry	59,514
Wong, Rishelle	97,238	Yee, Jamesene	55,665	Zerr, Mollyann	81,316
Wonnek, Linda	56,849	Yee, Julie	79,182	Zhang, Jia	63,488
Wonsul, Anita	61,381	Yee, Michelle	91,025	Zheng, Lu	62,067
Wood, Audrey	58,029	Yee, Raymond	89,746	Zieffle, Lauren	77,156
Wood, Brea	76,636	Yeo, Nicole	84,944	Ziegler, Malissa	75,960
Wood, Denni	59,820	Yeomans, Michelle	60,241	Ziffle, Shannon	51,465
Wood, Melanie	73,726	Yeung, Teresa	55,703	Zigante, Nerina	92,483
Wood, Melissa	98,829	Young, Amy	90,444	Zimmer, Douglas	54,603
Wood, Nicole	55,345	Young, Bonnie	73,953	Zimmer, June	98,161
Wood, Tyler	58,166	Young, Dale	100,596	Zimmer, Lenore	57,072
Woodroffe Brown, Ngaire	115,901	Young, Joanne	83,367	Zimmer, Martine	92,358
Woods, Brad	55,130	Young, Linda	50,043	Zimmermann, Jill	83,961
Woolhether, Allan	54,963	Young, Neil	91,053	Zinkhan, Linda	106,427
Workman, Lisa	81,289	Young, Nerissa	81,154	Zinn, Tammy	70,741
Wourms, Allan	70,105	Young, Tami	51,021	Zitta, Rosalia	111,865
Woycik, Kimberly	83,117	Yu, Ava	85,084	Znidaric, Laura	72,148
Woycik, Wyatt	87,153	Yuan, Chungiong	63,235	Zorn, Gail	92,341
Wright, Donna	112,729	Yurkiw, Brandie	83,048	Zorn, James	55,899
Wright, Elaine	60,484	Zabiaka, Sharon	72,290	Zorn, Megan	105,559
Wright, Garth	145,847	Zacharias, Dellis	74,352	Zotzman, Lynnette	50,883
Wright, Loreli	64,652	Zaiser, Juanita	90,275	Zsohar, Karoly	60,285
Wright, Michaela	83,555	Zamayla, Conie	58,456	Zuck, Adrienne	85,394
Wright, Nicole	75,373	Zamayla, Ronie	92,502	Zulyniak, Lori	111,580
Wright, Vera	87,607	Zamora, Ernesto Brix	117,685	Zummack, Amy	53,253
Wrobel, Lorna	104,621	Zarusk, Wanda	110,260	Zuniega, Katrina Malou	105,230
Wyatt, Jena	61,741	Zawislak, Darlene	101,304	Zurburg, Lisa	72,080
Wyatt, Karen	53,577	Zdunich, Brenda	82,392	Zwack, Jeffrey	71,665
Yake, Bonnie	80,653	Zech, Ken	61,403	Zwarich, Theresa	50,806
Yakemchuk, Aksa	57,377	Zeleny, Lisa	68,440	Zwarych, Kristal	77,046
Yates, Sheila	108,887	Zelinski, Joyce	86,757		
Yeager, Lianne	57,684	Zemlak, Karen	57,942		

### Supplier Payments

Listed are payees who received \$50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

Supplier	Payment	Supplier	Payment
101025261 Saskatchewan Ltd.	65,096	3sHealth	3,093,427
(c/o Pakwa Park Holdings)		A & B Electrical	252,374
101027726 Sask Ltd.	1,145,448	Abbott	2,177,339
(c/o Hipperson Construction)		Abbvie Corporation	71,423
101050094 Sask Ltd. (c/o C.G.P. Services)	183,330	Abraham Vermeulen Medical Prof. Corp.	200,999
101140166 Saskatchewan Ltd.	106,034	Access Communications	109,730
(c/o Newwest Enterprise Property Group [Sask] Inc.)		Accreditation Canada	110,105
1534230 Alberta Inc. (c/o GARX Computers)	125,869	Acklands Grainger	233,490
1621 Albert Street Development Corp.	3,350,049	Adam, Dr. Suleman	416,011
393032 Alberta Ltd. (c/o Tamarix Developments Inc.)	170,925	Advantage Medical Professional Corporation	498,484
3M Canada Inc.	71,224	AGFA Healthcare Inc.	365,520

# Appendix C: Payee List

Supplier	Payment	Supplier	Payment
Akinbiyi, Dr. A.	65,635	Brownlee Beaton Kreke Regina Ltd.	67,158
Alcon Canada Inc.	956,318	BSN Medical Inc.	89,982
Alere Inc.	159,355	Bunzl Canada	593,610
All Sask Coffee Services Inc.	174,412	Burlodge Canada Inc.	361,124
Allergan Inc.	91,562	Buwembo, Dr. J.	62,079
Alliance Energy Ltd.	307,358	Caltec Flooring Ltd.	220,491
Allscripts Healthcare	965,987	Can Med Healthcare	161,313
Alsask Fire Equipment Ltd.	70,602	Canada Microsurgical Ltd.	211,350
Alsask Lock Shoppe	60,970	Canadian Hospital Specialties Ltd.	181,265
Alveda Pharma	69,975	Cardinal Health Canada	7,533,273
Amcom Software Inc.	66,953	Cardiomed Supplies Inc.	60,279
American Medical Systems	133,504	Carefusion Canada 302 Inc.	3,162,581
AMO Canada Company	950,962	Carestream	124,529
AMT Electrosurgery	295,605	Carl Zeiss Canada Limited	83,730
Anderson House Inc.	120,666	Carson, Dr. G.	71,610
Anixter Canada Inc.	146,277	Cassandra Klassen Consulting	116,915
Arch Transco Ltd.	84,833	Caster Medical Systems	64,725
Arjohuntleigh	334,114	CCR Construction Ltd.	142,271
Arnold Medical Professional Corporation	420,514	Centennial Foodservice	358,982
Arnold, Dr. Angela	69,589	Chandrakanth, Dr. S. A.	158,153
Arthrex Inc.	60,533	Chikukwa, Dr. Tinayi	53,215
Aspe Lucero, Dr. Carlos	747,417	Chip and Dale Homes Inc.	61,215
Aspen Medical Surgery Inc.	316,156	Chitronics	639,921
Associated Asbestos Abatement Ltd.	115,763	Christie Consulting Inc.	184,460
Associated Health Systems	209,058	Christie Mechanical	269,709
Aymes Medical	103,400	Cisco Systems Capital Canada Co.	417,241
B & R Holdings Inc.	106,333	Citagenix Inc.	439,299
Baker Baker & Gayton	70,357	Citrix Systems Inc.	85,644
Bard Canada	787,885	Cityview Properties	167,569
Baxa Corporation	139,963	Clarion Medical Technologies	69,036
Baxter	2,891,125	Coca Cola Bottling Ltd.	109,467
Bayer (Miles) Canada	281,056	College of American Pathologists	66,942
Bear, Winston	99,128	Commercial Alcohols Inc.	57,182
Beckman Coulter Canada Inc.	706,270	Commissionaires Saskatchewan	134,105
Becton Dickinson	246,102	Compucom Canada Co.	497,650
Belak, Dr. Zenon	75,000	Computrition Inc.	53,436
Bennett Dunlop Ford Sales Limited	130,295	Conmed Linvatec	892,568
Beukes Vorster Medical Prof. Corp.	448,080	Conquest Imaging	51,956
BGI	56,208	Convatec Canada	112,588
Bhargava, Dr. R.	63,795	Cook (Canada) Inc.	1,220,162
Bio Rad Laboratories Canada Ltd.	158,374	Cormark Accommodations	114,866
Biomed Recovery & Disposal	620,162	Corporate Express Canada Inc.	1,554,585
Biomerieux Canada Inc.	565,486	Cosmopolitan Learning Centre Inc.	51,786
Biomet Canada Inc.	84,877	Coutts Courier Company Ltd.	472,623
Biotronik Canada Inc.	54,915	Cowley, Dr. Jennifer	107,767
Bles Biochemicals Inc.	83,200	CPDN #3130827 Canada Inc.	2,807,031
Bomimed Inc.	241,075	Crane Supply	106,445
Borderland Co-operative Limited	55,641	Crown Enterprises Ltd.	161,983
Boston Scientific Corp.	2,029,847	Crown Shred and Recycling	68,135
Bowers Medical Supply Co.	70,052	Crucell Vaccines Inc.	73,320
Bracco Imaging	517,930	Cummins Western Canada	67,812
Briggs, Dr. Martha	86,213	Custom Water Ltd.	63,900

# Appendix C: Payee List

Supplier	Payment	Supplier	Payment
Cyclomedica Canada Limited	56,485	Dr. J. R. Fritz Medical Prof. Corp.	55,447
Cypress Health Region	306,232	Dr. J. Stewart McMillan Medical Professional Corporation	114,313
Dafco Filtration Group	55,958	Dr. James Coruzzi Medical Prof. Corp.	356,716
Damodharan Psychiatric Services P.C. Inc.	403,301	Dr. Jennifer Hilton Medical Professional Corp.	61,927
Damodharan, Dr. S.	62,464	Dr. Jeremy D. Fitzgerald Medical Prof. Corp.	301,671
Dawsco Services Ltd.	219,075	Dr. Jill Wooff Medical Prof. Corp.	313,631
DC Strategic Management	83,441	Dr. Joan Baldwin Medical Professional Corporation	74,970
De Lage Landen Financial Services Canada Inc.	55,288	Dr. Johan Vlok Med. Prof. Corp.	52,858
De Lange, Dr. Hendrik	321,096	Dr. John Alport Medical Professional Corporation	283,750
Deck, Alice	79,048	Dr. Kathy J. Ferguson Medical Prof. Corp.	317,803
Dehghani, Dr. Payam	63,097	Dr. Kumaravel Pillay Medical Prof. Corp.	528,430
Demand Janitorial Equipment Repair	70,327	Dr. Kyle Gorman Medical Prof. Corp.	109,807
Demers Ambulance Manufacturer Inc.	457,203	Dr. Lane Rathgeber Medical Prof. Corp.	310,120
Denis Jones Medical Prof. Corp.	96,811	Dr. Lourens Blignaut Medical Professional Corporation	150,082
Denro Project Management Ltd.	360,804	Dr. Mark Cherry Med. Professional Corporation	112,754
Denson Commercial Food Equipment Inc.	264,296	Dr. Michael Lang Medical Professional Corporation	180,482
Depuy (Canada) Ltd.	278,312	Dr. N. I. Gbinigie Medical Prof. Corp.	68,854
Diasorin Inc.	117,350	Dr. Nasimbanu Alibhai Medical Professional Corporation	114,413
Direct Integrated Transportation	153,570	Dr. Natarajan Medical Prof. Corp.	595,082
DJO Canada Inc.	63,227	Dr. Ole Rasmussen Medical Prof. Corp.	279,593
DLGL Ltd.	553,504	Dr. Omar Sultan Medical Professional Corporation	230,108
DMS Health Technologies Inc.	330,253	Dr. Osama Al Agha Pathologist P.C. Inc.	358,074
Do All Floors Ltd.	79,920	Dr. P.R. Gorman Medical Professional Corp.	71,264
Donna L. Ledingham Medical Prof. Corp.	414,401	Dr. Peter Kapusta Medical P. C. Inc.	52,752
Donna L. Towers Consulting Inc.	59,630	Dr. Peti Medical Prof. Corp.	162,483
Dr. A. J. Kilmury Medical Prof. Corp.	250,172	Dr. Potgieter Medical Professional Corporation	261,282
Dr. A. Kielly Medical P. C. Inc.	290,775	Dr. Potgieter Medical Professional Corporation	328,004
Dr. A.P. Meyer Medical Prof. Corp.	404,453	Dr. R. H. Abdulla Medical Prof. Corp.	182,084
Dr. Alexander Lukubisa Medical Prof. Corp.	136,473	Dr. R. Varma Medical Prof. Corp.	82,383
Dr. Alexander Wong Medical Professional Corporation	373,435	Dr. R.E. Nesbitt Medical Prof. Corp.	300,000
Dr. Alhayki Medical Prof. Corp.	527,177	Dr. Randall Radford Medical Prof. Corp.	462,898
Dr. Allison Crichlow Medical Prof. Corp.	101,989	Dr. Raul Garcia Medical Professional Corporation	84,342
Dr. Alseraye Medical Prof. Corp.	149,922	Dr. Reynoldo Cardoso Maternal - Fetal Medicine & Gynecology P.C. Inc.	56,727
Dr. Amer Khalifa Medical Professional Corp.	72,064	Dr. Rodney Zimmermann Medical Professional Corp.	63,334
Dr. Angela Arnold Medical Prof. Corp.	245,524	Dr. Ryan Lett Medical Prof. Corp.	75,274
Dr. Angela Poole Medical Professional Corp.	64,100	Dr. S. Haque Medical Prof. Corp.	348,223
Dr. Angus David Kirby Medical Prof. Corp.	590,905	Dr. S. Brent Harold Plains Medical Clinic	146,832
Dr. Bakul Deb Medical Prof. Corp.	246,876	Dr. S. C. Bester Medical Prof. Corp.	114,563
Dr. C. Ames Medical Prof. Corp.	106,877	Dr. S. C. Petryk Medical Prof. Corp.	255,688
Dr. C.R. Houlie Medical Prof. Corp.	428,571	Dr. S. Hoffman Med. Prof. Corp.	220,779
Dr. Charles W. Kowalski Med. Prof. Corp.	372,353	Dr. Sanjay Jacob Medical Prof. Corp.	602,929
Dr. Corrine Jabs Medical Prof. Corp.	98,003	Dr. Terrance A. Ross Med. Prof. Corp.	300,308
Dr. D.J. McCarville Vascular Surgeon Prof. Corp.	610,522	Dr. Thamilaanan Medical Prof. Corp.	191,020
Dr. David Kopriva Medical Professional Corporation	605,558	Dr. Timothy Rosser Medical Prof. Corp.	123,546
Dr. Edward Patterson Medical Prof. Corp.	489,463	Dr. Tyler McLaren Medical Prof. Corp.	112,200
Dr. Glenda Kaban Medical Prof. Corp.	209,699	Dr. V.K. Patel Medical Prof. Corp.	371,151
Dr. Glenn Ollenberger Prof. Corp.	948,566	Dr. Verna Scott Med P.C. Inc.	618,272
Dr. Hugo Van Rooyen Medical Prof. Corp.	328,902	Dr. Vijay Trivedi Medical Professional Corp.	946,695
Dr. J. A. Fourie Medical Prof. Corp.	274,262	Dr. Warren Dufour Medical Prof. Corp.	131,837
Dr. J. D. Booker Medical Professional Corp.	57,113	Dr. Y. Abu-Ghazaleh Medical Professional Corporation	163,720
Dr. J. P. Rossouw Medical Prof. Corp.	532,620	Draeger Medical	512,635



# Appendix C: Payee List

Supplier	Payment	Supplier	Payment
Duffy, Dr. P. J.	56,082	HealthLine Systems Inc.	70,000
Ecolab Ltd.	144,301	Healthmark Ltd.	366,042
Eden Textile	122,532	Heartland Health Region	100,000
Education Management Solution Inc.	156,049	Hermann, Dr. Laura	78,722
Edward C. Alport Medical Prof. Corp.	802,892	Hewlett Packard (Canada) Co.	170,526
Edwards Lifesciences (Canada) Inc.	341,554	Hipperson Construction	714,259
Eecol Electric (Sask) Ltd.	225,563	HIROC Management Limited	1,009,337
eHealth Saskatchewan	890,515	HJ Linnen	114,605
Eisa Medical Prof. Corp.	559,548	Hobeika, Dr. S.	50,388
Elevator Systems Professionals Inc.	61,122	Hogan, Wayne T.	59,108
Elizabeth A. Gibbings Med. Professional Corp.	56,192	Holmes, Dr. Stuart	229,749
Elsevier Inc.	62,272	Hologic Limited Partnership	653,874
Emco Corporation	98,417	Hometown Co-operative Ltd.	56,174
Epic Information Solutions	1,019,356	Hospira Healthcare Corporation	4,459,170
Eric Le Roux Medical Prof. Corp.	468,504	Huisamen, Dr. Charles	121,904
Esbe Scientific	59,231	HVAC Sales (1997) Ltd.	73,550
Essalah, Dr. A.	211,989	HVDM Medical Prof. Corp.	485,183
Evolution Presentation Technologies	321,735	I M Wireless Communications Ltd.	86,468
Evraz Place	59,514	IBM Canada Ltd.	251,494
Extension LLC	68,369	ICR Denro Property Management Ltd.	220,404
Fact Computers	314,867	ICR Property Management	146,081
Fahlman, Dr. Nicole	192,936	IMG Communication Specialist	86,625
Falkenberg, Dr. Konnie	334,542	Independent Choice Distribution	176,958
Farnorth Sales Association	375,577	Independent Construction Management Inc.	1,279,735
FedEx	70,081	Independent Living Inc.	125,741
Ferring Inc.	51,726	Industrial Safety International	64,007
First Databank Inc.	66,738	Infor Canada Ltd.	227,448
Fisher and Paykel Healthcare Inc.	50,317	Inland Audio Visual	168,877
Fisher Scientific Ltd.	186,749	Innova Medical Ophthalmics Inc.	96,804
Five Hills Health Region	66,601	Ino Therapeutics	217,084
Fouillard Carpets Ltd.	53,977	Inter Medico	162,141
Four Corners Group	79,374	Inter V Medical Inc.	252,006
Fraser Health	172,132	Intergraph Canada Ltd.	1,354,335
Fresenius Medical Care Canada	574,894	International Biomedical Ltd.	114,278
Fries Tallman Lumber (1976) Ltd.	70,216	Ishaan Sundar Medical Prof. Corp.	506,259
Futuremed Health Care	463,661	Islam, Dr. M.	57,016
Gambro Renal Products	318,585	J. Burnett Consulting	76,085
Gamma Dynacare Medical Lab	2,981,879	J. Minion Medical Prof. Corp.	255,420
Ganshorn, Dr. K.	115,666	J.G. Van Der Merwe Anesthesiology P.G. Inc.	77,147
Gaumard Scientific Company	167,896	Jacobsz, Dr. Nicky	349,582
Gavin Jones Medical Professional Corporation	490,070	Jacqueline Kraushaar Medical Prof. Corp.	144,799
GDI Services (Canada) LP.	362,433	Jamison, Dr. Brad	405,625
GE Healthcare Canada Inc.	2,346,546	Jane Arthur Medical Prof. Corp.	461,613
Gerbrands Medical Prof. Corp.	295,858	Jayaprakash Medical Prof. Corp.	182,900
Getinge Canada Limited	241,436	Jeanson, Jarrod	77,314
Ghaniabadi, Dr. D.	278,783	Jeena, Dr. Vinesh	124,022
Ghumman, Dr. T.	131,989	Jeffrey Betcher Medical Prof. Corp.	121,957
Giesinger, Dr. Carolyn	82,001	John Tsang Medical Prof. Corp.	73,970
Glaxosmithkline Inc.	273,958	Johnson and Johnson	6,312,076
Haemonetics Corp.	91,888	Jones, Dr. A.	53,057
Hanson, Dr. Johnathon	312,135	Jordan Velestuk Medical Prof. Corp.	315,802
Health Arts Society of Regina	53,500	Jubilant Draximage Inc.	66,559

# Appendix C: Payee List

Supplier	Payment	Supplier	Payment
Juri Van Staden Medical Prof. Corp.	186,862	Marsh Canada Ltd.	541,800
K. Saczek Medical Prof. Corp.	115,110	Marshall Heating and Cooling	168,356
Kamencic, Dr. Huse	75,631	Martin, Julia J.	75,744
Karl Storz Endoscopy Canada Ltd.	316,479	Maslany, Dr. Jurgen	93,219
Karunakaran, Dr. S.	54,370	Mazamisa, Dr. Vusi	285,050
Kasipillai, Dr. G. A. L.	148,369	McAllister, Dr. O.	69,208
KCI Medical Canada	241,157	McArthur Medical Sales Inc.	95,515
Keeping, Dr. Brenda	88,364	McEachern, Linda	57,464
Keir Surgical Ltd.	67,548	McIntyre, Ethel	76,200
Kelly Grimes Consulting	60,812	McKesson Canada	6,753,074
Kelsey Trail Health Region	104,676	McKesson Information Solutions	949,720
Kleins Electric Inc.	86,455	McNair Business Development Inc.	306,477
KMP Law	63,577	Med2020 Health Care Software Inc.	50,225
Kobie Van Heerden Medical Professional Corporation	173,297	Medela Inc.	83,042
Kone Inc.	108,026	Medgate Inc.	55,502
Korol Dr. D. Medical Prof. Corp.	296,138	Medicalmart West	113,997
KPMG, LLB	151,107	MEDlchair Ltd.	147,203
Kraushaar, Dr. Jackie	72,913	Medi-Fax Canada Inc.	422,625
Kukha-Mohamad, Dr. S.	108,054	Med-I-Pant Inc.	87,847
Kumar, Dr. Anil	51,179	Meditek	112,931
KVA Dynamo Inc.	53,601	Medquest Medical Inc.	55,452
Laborie Medical Technologies Inc.	74,111	Medrad International Ltd.	204,105
Labtician Ophthalmics Inc.	127,143	Medtronic of Canada Ltd.	10,415,278
Labuschagne Medical Prof. Corp.	692,841	Mehmood Anesthesiology Associates P. C. Inc.	145,251
Lac-Mac Limited	136,284	Melcor Developments Ltd.	219,602
Lantheus Mi Canada Inc.	430,986	Merck Frosst Canada Ltd.	261,315
Laursen Dr. B. Northgate Medical Centre	114,398	Messer, Dr. C. J.	60,105
Lean Advisors Canada Inc.	100,598	Metapraxis Ltd.	69,856
Leibel, Dr. S. M.	65,741	Microage Computer Centres	703,829
Leica Microsystems Canada Inc.	174,378	Miller Thomson	197,690
Lifecell Canada	68,031	Minister of Finance	1,654,312
Linvatec Canada	383,521	Minnaar Medical Prof. Corp.	417,635
Lionel Medical Professional Corp.	321,797	Mollison, Dr. Heather	60,561
Liskowich, Dr. Sarah	59,512	Momenkhan, Dr. Ibrahim	329,893
Lissel, Scott Neville	200,574	Moore Canada	145,936
LMA Vitaid	62,160	Morguard Corporation	1,178,635
Lodhi, Dr. Abid	56,587	Nalco Canada Co.	179,425
Login Brothers Canada	68,275	Namtex Canada Inc.	57,018
Loraas Disposal Service Ltd.	293,557	National Starter and Alternator Builders Ltd.	59,735
Lotz, Dr. Heloise	171,865	Neps LLC	151,125
Louis Huisamen Medical Prof. Corp.	106,085	Newcomp Inc.	276,507
Lush Lawn Ltd.	111,680	NewWest Enterprise Property Group	54,620
Lwanga, Dr. S.	78,773	Non Linear Creations	310,810
M F Heroux Medical P.C. Inc.	336,136	Nordion Canada Inc.	78,325
MacPherson Engineering Inc.	74,727	Novartis Ophthalmics	94,953
MacPherson Leslie & Tyerman LLP	303,241	Novartis Pharmaceuticals Canada Inc.	1,022,521
Macquarie Equipment Finance Ltd.	179,527	Nuance	322,831
Mali, Dr. B.	62,666	Odenigbo, Dr. Chukwuemeka	284,273
Mallinckrodt Canada ULC.	93,703	Ogrady, Dr. M.	148,201
Mang, Dr. Annabelle	81,299	Olympus Canada Inc.	2,454,469
Maquet-Dynamed Inc.	256,263	Onasanya, Dr. O.	67,699
Marquardt Mechanical Ltd.	77,008	One Stop Vacuum Centre	205,585

# Appendix C: Payee List

Supplier	Payment	Supplier	Payment
Oracle Canada ULC	266,315	Rainville, Lisa	71,918
Ortho Active Appliances	67,837	Rao, Dr. Jagadish	157,018
Ortho Clinical Diagnostics Inc.	257,721	Rattray, Dr. Darrien	77,735
Ortman, Frank	88,019	Reddi Dr. K. Medical Professional Corp.	418,686
Orto Ped	240,275	Rehman, Dr. Habib Medical Corporation	55,225
Ossur Canada Inc.	174,894	Reliable Heating and Cooling Ltd.	219,524
Otto Bock Healthcare Canada Ltd.	402,378	Reliable Security and Controls	83,725
Oxoid Inc.	210,777	Resolveit Solutions	63,180
P3 Architecture	138,063	Rhonda Zwack Medical Prof. Corp.	64,910
Pakwa Park Holdings Ltd.	91,425	Richardson, Dr. B.	63,508
Paladin Labs Inc.	52,774	Risk Analytica	184,190
Papish, Dr. Andriyka	60,028	Ritenburg & Associates	215,026
Paradigm Consulting Group Inc.	362,983	Riteway Electric	132,401
Partssource	70,469	RK Holding Corp.	121,867
Patel, Dr. Rajni L.	196,475	Robert J. Horner Medical Prof. Corp.	368,045
Patterson Medical Canada	60,783	Robin Hughes Medical Prof. Corp.	345,420
Pattison MGM Architectural Services Ltd.	105,170	Roche Diagnostics	716,005
Paul C. Chang Medical Prof. Corp.	144,641	Roxon Medi-Tech Inc.	58,181
PC Place Ltd.	185,783	rSolutions	55,990
PCL Construction Management Inc.	2,597,699	Rude, Darlene	74,345
Pebane, Dr. Bright	329,948	Rudovich Medical Professional Corp.	515,653
Pebane, Dr. M. Donald	446,986	Russell Food Equipment Ltd.	120,945
Pentax	564,589	Ryan Consulting Services Inc.	168,190
Percy H. Davis Limited	88,039	Salus Global Corporation	66,978
Peters, Catherine	75,656	Sandoz	176,496
Pharmacists Association of Saskatchewan	86,586	Sanofi Pasteur Limited	96,484
Philips Healthcare	2,251,663	Saputo Foods Ltd.	236,023
Phonak Canada Ltd.	284,360	SaskEnergy	1,992,859
Physio Control Canada Sales Ltd.	153,236	Sask Power Corporation	6,211,104
Pieter Muller Medical Prof. Corp.	580,595	Sask. Academic Health Sciences Network	77,074
Pillay, Dr. P.	52,547	Saskatchewan Housing Corporation	129,876
Pioneer Village Pharmacy	249,827	Saskatchewan Ministry of Central Services	68,340
Pipestone Kin Ability Centre Inc.	212,173	Saskatchewan Prevention Institute	54,421
Prairie Distributors	126,127	Saskatoon Health Region	336,556
Prairie North Health Region	200,000	Saskatoon Trading Company Ltd.	105,070
Praxair Canada Inc.	253,227	SaskTel CMR	2,563,522
Praxis Consulting Ltd.	91,793	Scalar Decisions Inc.	222,347
Precise Temp Refrigeration Ltd.	95,202	SCC Soft Computer	429,249
Primed Canada Inc.	116,950	Schaan Healthcare Products	7,125,384
Prince Albert Parkland Health Region	205,486	Schoeman, Dr. S.	88,938
Pringle, Cole	52,485	Seaman, Dr. Jennifer	91,270
Pro Metal Industries Ltd.	116,610	Select Medical Connections Ltd.	104,348
Procura	189,731	Seno, Dr. Rommel	75,187
Promed Technologies Inc.	76,217	Sensus Communication Solutions Inc.	55,592
Provincial Health Services Authority	88,560	SGL	51,864
Provincial Medical Supply	414,870	Shanahans	106,617
Purolator Inc.	142,814	Sharif, Dr. Jibrans	133,080
QHR Software Inc.	53,278	Shazia Inayat Medical Professional Corporation	227,210
R and D Paving and Landscaping	124,289	Sheila Smith Medical Professional Corporation	105,766
Radiology Associates of Regina Medical P.C. Inc.	20,881,877	Shepherd, Dr. D.	84,771
Radiometer Canada	126,529	Shoppers Home Health Care	727,859
Rahman, Dr. Asad	185,851	SIAS Wascana Campus	106,623

# Appendix C: Payee List

Supplier	Payment	Supplier	Payment
Siemens Canada	248,670	The Lifemed Group Inc.	312,952
Siemens Hearing Instruments Ltd.	275,997	The Stevens Company	2,564,953
Simbionix Usa Corporation	195,000	Theo Le Roux Med. Prof. Corp.	85,714
Simulab Corporation	76,854	Thyssenkrupp Elevator	101,261
Six Three Furnished Suites Inc.	101,837	Tiann F. A. O'Carroll Medical Prof. Corp.	149,193
Slabbert, Dr. Jaco	245,832	Toshiba Business Solutions	550,088
Smith & Nephew Surgical	558,197	Trade West Equipment Ltd.	95,423
Smiths Medical Canada Ltd.	232,046	Tricific Enterprises	55,563
Softchoice Corporation	238,693	Trudell Medical Marketing Limited	283,904
Soko, Dr. Phinda	198,639	Truven Health Analytics Inc.	65,179
Somagen Diagnostics	555,774	Tyco Healthcare Group	2,992,388
Sonosite Canada Inc.	63,800	Ultramed Inc.	50,042
Soper, Dr. Juliet	414,706	Umuthi Medical PC Inc.	589,218
Sorin Group Canada Inc.	447,056	Unisource	313,191
Source Office Furnishings	872,461	United Parcel Service	53,661
South Country Equipment Ltd.	63,238	University of Regina	66,748
SPI Health and Safety Inc.	55,711	Van Der Watt, Dr. Leon	449,040
St. Jude Medical Canada Inc.	831,389	Van Des Accessible Transit Inc.	78,025
Stantec Architecture Ltd.	578,973	Vantage Endoscopy	684,507
Stantec Consulting Ltd.	61,619	Verathon Inc.	61,236
Stapol Consulting	147,144	VFA Canada Corporation	106,012
Starkey Labs - Canada Co.	111,530	Vipond Fire Protection Inc.	124,983
Staxi Corp. Ltd.	78,975	Vital Aire	473,698
Sterimax Inc.	72,407	Vuthamy Mano Ranjini Srinivasagam	90,131
Steris Canada Ltd.	226,276	VWR International	183,764
Stryker Canada LP	4,993,845	W L Gore & Associates Canada Inc.	151,458
Success Office Systems	78,845	Walters Industrial Mechanical	220,936
Suncor Energy Products Partnership	219,786	Wayne's Moving	75,911
Sunil V. Khaladkar Medical Prof. Corp.	107,817	WBM Office Systems	79,633
Sunovion Pharmaceuticals Canada Inc.	463,835	WBS Wholesale Bakery Specialties Ltd.	94,270
Supreme Office Products Ltd.	256,636	We Care Home Health Services	95,149
Surgical Centres Inc.	2,876,014	West World Paper Inc.	77,096
Surgical Products Specialties	66,996	Western CML Cleaners Ltd.	55,330
Swart, Dr. P. J.	469,015	Westmed Mechanical Ltd.	56,107
Swettenham, Julie	51,269	Weston Bakeries Limited	116,307
Synergetics Inc.	77,388	Wheatley's Painting	103,499
Synthes (Canada) Ltd.	800,899	Wheels on Wheels	51,646
Sysco	6,379,158	White Birch Medical Prof. Corp.	323,239
Tab Products Canada	58,388	Widex Canada Ltd.	364,147
Takl Medicine Professional Corporation	345,202	Williams Wildenboer Medical Prof. Corp.	610,468
Taylor Dr. Ron Medical Prof. Corp.	281,129	Winnipeg Street Business Centre Ltd.	71,190
Taylor, Greg	66,322	Winston Lok Medical Professional Corporation	117,813
Teleflex Medical LP	388,715	Wood Wyant Inc.	622,152
Terumo BCT Canada Inc.	87,155	Yueng Chan A. Medical Prof. Corp.	160,696
The Alport Family Trust	64,120	Zacharias Medical Professional Corporation	54,515
The Caldwell Partners International	56,700	Zimmer of Canada	1,583,766
The Herjavec Group Inc.	74,477		

# Appendix C: Payee List

## Transfers

Listed, by program, are transfers to recipients who received \$50,000 or more

Recipient	Payment	Recipient	Payment
615672 Saskatchewan Ltd. (Touchwood EMS)	493,015	North Central Community Association	101,280
Aboriginal Family Service Centre	777,862	Phoenix Residential Society Inc.	1,604,180
AIDS Program South Saskatchewan	56,393	Planned Parenthood Regina	272,369
All Nations' Healing Hospital	5,336,643	Prairie Ambulance Care 1998 Ltd.	336,197
All Nations Hope Aids Network	67,834	Rainbow Youth Centre Inc.	749,909
Autism Resource Centre	533,603	Ranch Ehrlo Society	376,398
Canadian Red Cross	165,767	Raymore Health Centre Board	69,250
CBI Physical Rehabilitation Centre	101,602	Regina Early Learning Center Inc.	717,702
Community Health Services Association (Regina) Ltd.	202,456	Regina Open Door Society	339,601
Cupar and District Nursing Home Inc.	2,873,656	Regina Palliative Care Inc.	250,000
Cupar Lions Volunteer Ambulance	302,422	Regina Recovery Homes Inc.	1,192,863
Downtown Physiotherapy Centre	169,611	Regina Sports and Physiotherapy Clinic	169,686
Extendicare Elmview	4,491,507	Salvation Army Waterston Centre	282,868
Extendicare Parkside	12,148,478	Santa Maria Senior Citizens Home Inc.	9,344,094
Extendicare Sunset	7,747,189	Soo Line Ambulance Association	264,520
Hope's Home Inc.	363,333	Stepping Stones Childcare Co-operative	150,986
Hutch Ambulance Services Inc.	580,338	Street Workers Advocacy Program	97,096
Imperial & District Volunteer Ambulance	146,130	Student Energy In Action For Regina Community Health Inc.	50,000
J T Ambulance Service Inc.	423,887	Synergy Physio Inc.	135,669
Leading Thunderbird Lodge	307,517	The Qu'Appelle Diocesan Housing Company	1,279,936
Lumsden and District Heritage Home	2,336,030	The Regina Lutheran Housing Corporation	5,186,811
Mental Health Association (Saskatchewan Division) Inc.	513,410	The Salvation Army William Booth Special Care Home	7,405,024
Mobile Crisis Services, Inc.	119,665	Valley Ambulance Care Ltd.	488,651
Mutchmor Lodge	62,273		

