

REGINA QU'APPELLE HEALTH REGION

ANNUAL 2015-2016 REPORT

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For more information, visit the Regina Qu'Appelle Health Region website: www.rqhealth.ca
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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 submit our 2015-16 Annual Legislative Report, which includes the audited financial statements and outlines the Region's activities and accomplishments for the year ending March 31, 2016.

Our highest priority has been, and will continue to be to maintain and improve the quality and safety of services that we provide. We are committed to those we serve and to ensuring they receive the right care, in the right place, at the right time, by the right provider. By addressing these fundamentals, we lay the foundation for a fully sustainable health care system.

The successes achieved as a Region last year were due to the dedication and commitment of employees and physicians of the Regina Qu'Appelle Health Region and our many partners, including the patients and families we serve and the direction they provided to help enhance patient-centred care.

Respectfully submitted,



R.W. (Dick) Carter, Chairperson
Regina Qu'Appelle Regional Health Authority

MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

The 2015-16 Annual Legislative Report reflects the successes and challenges we faced this past year in delivering safe, high-quality health care to the people of southern Saskatchewan.

Throughout 2015-16, the Region was committed to ensuring the safety of all those who use our services, to offering timely access to health care services and to using our resources wisely, working to eliminate waste and adding value.

Looking back on the last year, I am pleased with what we have accomplished, though I recognize we have more work to do. Our progress has been challenged by significant growth over the last number of years in the population we serve; the impact of our changing demographics; the quality of our building and equipment infrastructure; and our awareness of the significant financial challenge that our province faces. In all of this, our staff, physicians and volunteers continue to focus on the people they serve and are working hard to improve the quality and safety of the care we provide while improving access to our services.

Moving forward, our actions will continue to be informed by the many patients and families that are actively involved in our quality improvement initiatives. We will continue building on our successes and will continue working to deliver the best possible health care experience by providing care that is patient and family focused. While we know we will continue to be challenged to provide services within available resources and to manage the demands of an increasing population base, we know that we can do great things by continuing to emphasize quality and safety, daily management, continuous improvement, and by fully engaging our patients, clients and residents.



Keith Dewar,
President and Chief Executive Officer (CEO)
Regina Qu'Appelle Health Region

Senior Leadership Team:
Back row, l-r: Dr. Tania Diener, Dr. David McCutcheon,
Keith Dewar, Mike Higgins, Robbie Peters.
Front row, l-r: Michael Redenbach, Karen Earnshaw,
Dawn Calder, Sharon Garratt, Carol Klassen.



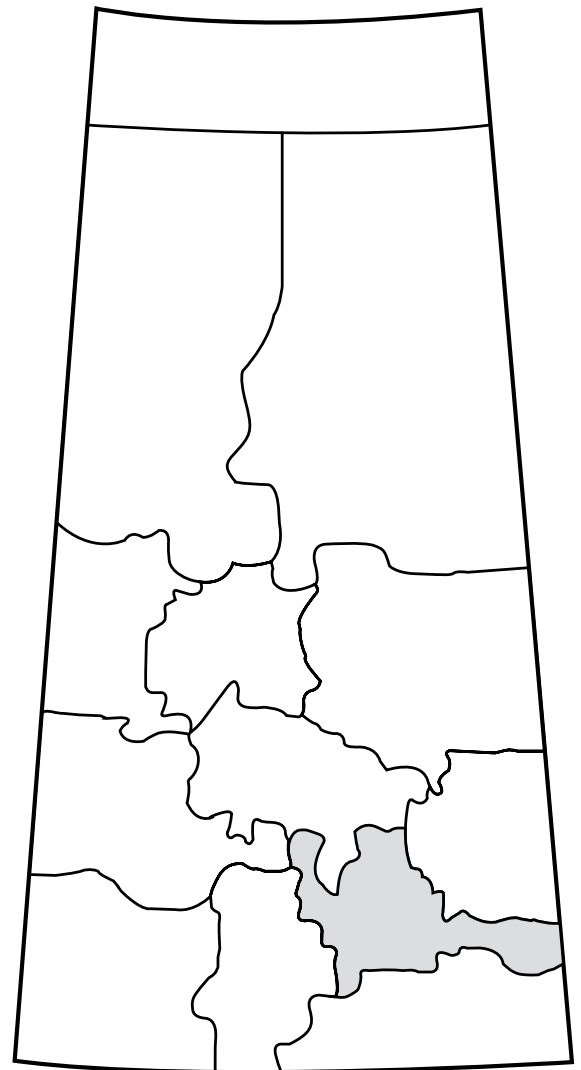
INTRODUCTION

The Regina Qu'Appelle Health Region (RQHR) 2015-16 Annual Legislative Report to the Minister of Health provides a summary of the Region's progress towards meeting our strategic objectives.

This report outlines how the Region aligns with the Ministry of Health's strategic and operational directions and details the Region's performance over the past year. It also includes a compendium of the Region's key partners, provides a report from management and includes a financial overview and the audited financial statements. The appendices include information on patient advocate services, 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. Each regional portfolio provides oversight in preparing the report. Any interpretation of content reflects the best judgment of the reporting unit's leaders.

The Office of the Provincial Auditor audits financial statements prior to publication, in compliance with Canadian Generally Accepted Auditing Standards. The auditor ensures the financial information is adequately reproduced and consistent.



Accomplishments

The Annual Legislative Report provides an opportunity to highlight some of the many accomplishments achieved in the past year. Here are some examples:

- Patients are spending less time in the Emergency Department – 10 minutes less, despite a three per cent increase in patient volumes.
- Patients at the Pasqua Hospital's Accountable Care Unit 4A are more involved in their health care plan and care teams are better connected through the implementation of Canada's first Accountable Care Unit pilot project.
- Patients are receiving more consistent care with their primary health care providers, as a result of establishing six Primary Health Care Networks and programs like Connecting to Care.

- Medical and surgical supply costs per surgery have decreased by 14.5 per cent as a result of key improvement initiatives.
- A Pediatric Simulation Lab program was implemented with help from the Hospitals of Regina Foundation, helping providers practice necessary skills for our smallest patients.
- Staff safety achievements qualified RQHR for a \$4.3 million dollar return from the Workers' Compensation Board. Since 2011-12, we have achieved and sustained a 34 per cent reduction in lost-time injuries.

Medical and surgical
supply costs per surgery
have decreased by

14.5%

as a result of
key improvement initiatives.



Deb Kosabek, Nurse Manager of Unit 6A, Regina General Hospital, leads a daily huddle to discuss hand hygiene. Deb and her team are committed to achieving 100 per cent compliance. Photo credit: Medical Media

- Residents of southern Saskatchewan now have improved access to information about the Region's programs and services because of a redesigned website: www.rqhealth.ca.
- 7,000+ staff and physicians now have access to Sunrise Clinical Manager, a technology that will enable us to eventually provide a complete electronic health record for patients, as well as integrated care management and Emergency Department management, including Computerized Provider Order Entry.

- Patient safety has improved due to a provincial initiative to provide new pumps for intravenous medication. More than 80 per cent of staff members are trained on this new technology.

Since 2011-12, we have achieved and sustained a

34%
reduction
in lost-time injuries.

- Thanks to diligent daily management, managers have reduced overtime by more than 34,000 hours over the last year, saving the Region \$1.2 million.

- Those experiencing a mental health crisis are receiving intervention sooner, because of a partnership between the RQHR and the Regina Police Service.
- Patients are better protected from hospital-acquired infections now that staff and physicians are demonstrating 79 per cent compliance on hand hygiene audits – a 10 per cent increase over last year as we move to our goal of 100% compliance.
- Patients, staff and physicians have taken part in 18 large-scale and dozens of small improvement projects, streamlining waste in the system. Read about some of this work on the next two pages.

Safer Care for Emergency Patients

The medications of all Regina General Hospital Emergency patients are now either given to patients prior to transfer or accompany them when they are moved to an inpatient unit. Previously, the medications of about half of all patients were either delivered to Emergency, or retrieved by staff after the patient was relocated. This caused rework for staff and medication administration delays for patients. Changing porters' delivery routes, improving the location of the medication drop-off bin, creating a system to signal a delivery and implementing standard work have led to these improved results.



"We're no longer getting calls from the units that they're missing their meds. And we're not wasting time looking for meds. Now, we know when they're here – there's no delay in patient care."

Kristen Wirsche
Licenced Practical Nurse



"Having the pace slowed and allowing our residents the option to be taken to the dining room when they want allows us time to do the little extras, like help a resident put on her jewelry."

Melisa Berglind
Continuing Care Assistant

Less Waiting, More Choices for Residents

Changes in work practices at Grenfell Pioneer Home mean that residents wait 86 per cent less time (12 minutes) for assistance to breakfast and have a choice of either hot or cold continental breakfast items if they prefer to eat after 9 a.m. Because staff now prepare the night before, morning cooks spend 34 per cent less time (13 minutes) setting up the dining room for breakfast. By standardizing the placement of care items in all resident rooms, continuing care assistants now walk 56 per cent less when performing residents' morning care, which means their time is used more efficiently.

Safer Care for Surgical Patients

All pre-operative patients at Pasqua Hospital whose surgeries are cancelled now get food and fluid within a reasonable time after cancellation. While a surgery will only be canceled for an emergency or extreme over-capacity, previously, 25 per cent remained without food and fluid for an indeterminate length of time because their cancellations were not conveyed to the appropriate staff. Staff implemented work standards and improved their communication practices to bring about this improvement. Fasting for extended lengths of time can cause discomfort and be a health risk for patients with medical issues.



"We have much quicker access to food and we have meals available after hours. Most patients are starving when their surgeries are cancelled. They're much happier with a real meal instead of toast."

Shelley Montenegro
Registered Nurse

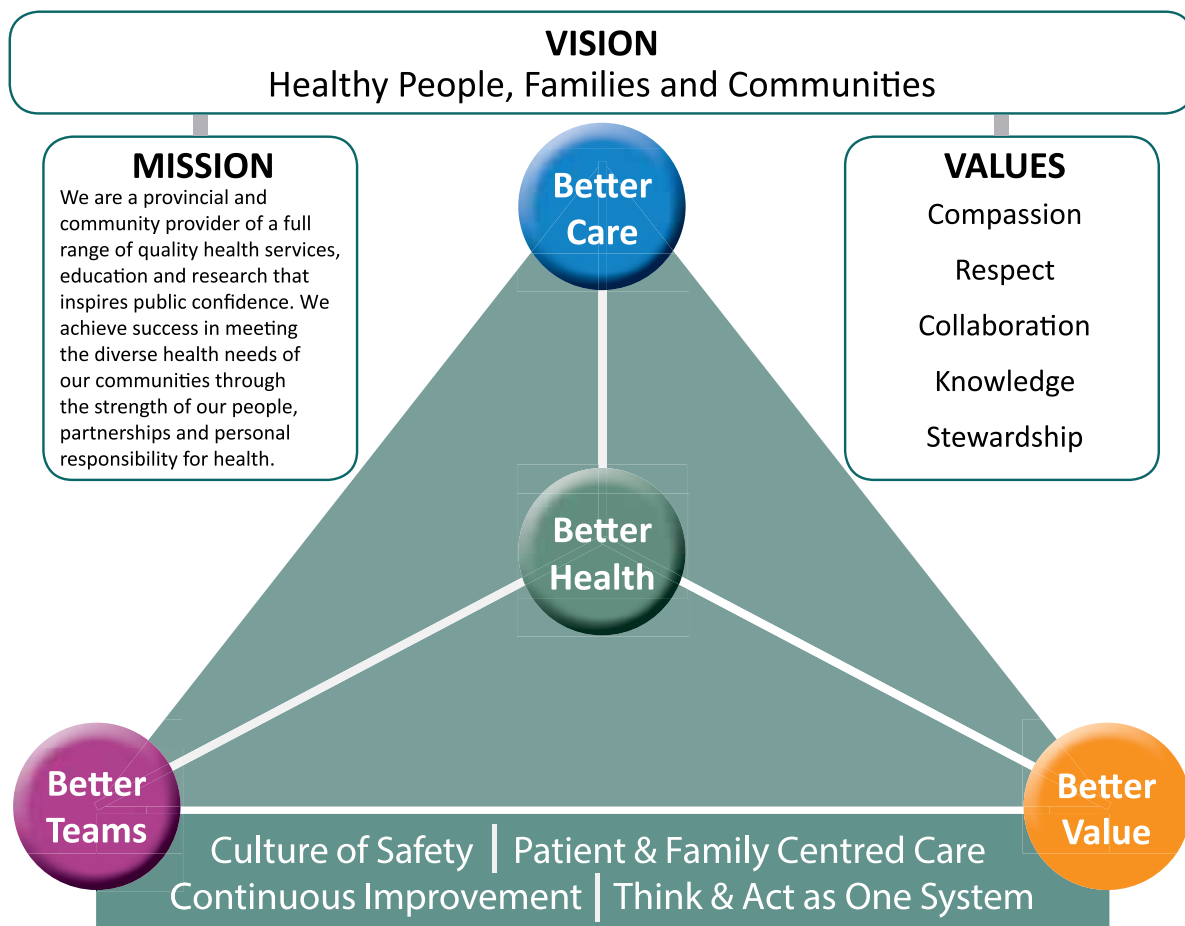
Setting the Strategic Direction

Acting as a key partner in a single, integrated Saskatchewan Health Care System is fundamental to our success. The RQHR is a key partner in the provincial planning process and works in collaboration with the Ministry of Health, Health Quality Council, 3sHealth, eHealth, Saskatchewan Cancer Agency and the 12 other provincial health regions. The Provincial Leadership Team (PLT), comprised of CEOs and Board Chairs from these organizations, have adopted four provincial strategies of Better Health, Better Care, Better Value and Better Teams.

RQHR's Strategic Plan summarizes the direction from the Regina Qu'Appelle Regional Health Authority (the Board), from the Minister of Health and the Provincial Health Care System. It also addresses gaps and opportunities identified through our yearly planning process, enabling the Region to accomplish its goals and address the immediate and longer-term needs and requirements of the people we serve.

The Region utilizes provincial and regional quarterly report events and a dashboard for Board monitoring. The measures chosen represent targets the Region is striving for in the current year that will enable us to achieve the desired outcomes.

RQHR Strategic Framework



Governance

The Regional Health Services Act establishes the Regina Qu'Appelle Regional Health Authority (the Board) as the governing body of the RQHR. The Lieutenant Governor in Council under The Regional Health Services Act appoints members of the Board.

The Board is accountable to the Minister of Health to achieve the provincial and regional goals and objectives for health services in the Region, ensuring all health care programs are planned, delivered, monitored and evaluated effectively on behalf of the residents of the RQHR.

The Board schedules frequent public meetings throughout the year in Regina and in rural locations across the Region.

All Board members are residents of the RQHR. There were 12 Board members at the end of the 2015-16 fiscal year, including:

R.W. (Dick) Carter, Chairperson
Brian Barber, Vice Chairperson
Judy Davis
Dave Gurnsey
Lloyd Gwilliam
Linda Jijian
Jocelyne Lang
Larry Miskiman
Sean Quinlan
Grant Ring
Lois VanDerVelden
Peter Woidyla

The Board's key areas of governance accountability were supported by four committees, as follows:

Audit, Finance and Risk Committee

The Audit, Finance and Risk Committee recommends policy and provides advice to the Board on matters related to the financial activity of the Region, oversees the annual audit process and ensures that the Region has an effective process for the identification, assessment and mitigation of risk across the organization. The Committee evaluates strategic issues related to managing health care resources in an accountable and transparent manner that ensures the future provision of appropriate services, including achieving best value for money, improving transparency and accountability, and strategically investing in facilities, equipment and information infrastructure.

Human Resources Committee

The Human Resources Committee recommends policy and provides advice to the Board on matters related to RQHR employees. The Committee evaluates, examines and assures itself and the Board that the Region is compliant with provincial policy and leading practice in matters related to its employees. The Committee evaluates strategic issues and advises the Board on matters related to creating a workplace where individuals work together respectfully and take pride in contributing to the positive client experience and achieving the organization's goals. The Committee also evaluates strategic issues and advises the Authority on building

safe, supportive, quality workplaces that support patient and family-centred care and collaborative practices, and on developing a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Policy and Governance Committee

The Policy and Governance Committee recommends policy and provides advice to the Board on matters related to governance including the policy framework. The Committee evaluates, examines and assures itself and the Board that the Region is compliant with provincial policy and leading practice in matters related to governance and policy.

Quality and Safety Committee

The Quality and Safety Committee recommends policy and provides advice to the Board on matters related to quality and safety. The Committee evaluates, examines and assures itself and the Board that the Region is compliant with provincial policy and leads practice in matters related to quality and safety. Dimensions of quality include accessibility, equity, client-centred care, efficiency, effectiveness, safety and competency.



Board: Back Row: Lois VanDerVelden, Grant Ring, Dave Gurnsey, Lloyd Gwilliam, Judy Davis, Brian Barber, Vice Chairperson, Sean Quinlan, Linda Jijian. Front Row: Jocelyne Lang, Peter Woidyla, Missing: R.W. (Dick) Carter, Chairperson, Larry Miskiman.

Who We Are

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.

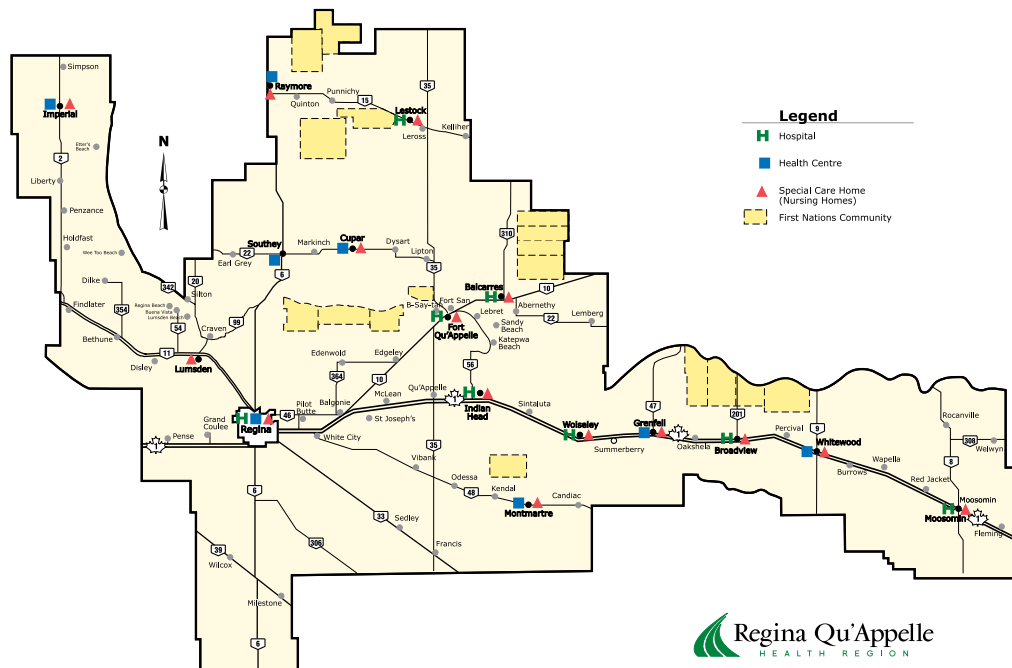
For most purposes, the organization uses the operating name Regina Qu'Appelle Health Region (RQHR) and refers to the governing board as the Regina Qu'Appelle Regional Health Authority (RQRHA). Each year, the Ministry of Health provides each region with an Accountability Letter that sets out the Ministry's expectations for the funding it provides. It contains high-level organizational (governance and directional) expectations and program-specific expectations for the Region. The document also clarifies the Ministry of Health's organizational, program and service expectations of each region.

As a vital partner with the provincial government and the Ministry of Health, the RQHR is the major health care referral centre for southern Saskatchewan. While the Region has a covered population of 289,362*, 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 RQHR has approximately 7,997.7 full time-equivalent (FTE) positions, a further 971.21 affiliate FTEs, and employs 19.3 of the Region's approximately 686 physicians who have practicing privileges. More than 1,600 volunteers support these staff and physicians, and together they provide health care services throughout the Region.

* The Government of Saskatchewan, Ministry of Health Covered Population 2015.
<http://population.health.gov.sk.ca/rhalist.htm>

Regina Qu'Appelle Health Region



RQHR EMPLOYEES (FULL-TIME EQUIVALENTS)*			
	2013-14	2014-15	2015-16
Nursing	2,621.66	2,673.42	2,694.56
Physician	20.75	19.50	19.60
Professional	759.52	771.64	785.89
Support Staff	3,427.53	3,532.40	3,527.98
Technical	561.97	590.29	599.00
Management	363.17	368.78	370.67
Total	7,754.60	7,956.03	7,997.70

* Classifications as follows:

- Nursing: classifications in one of the three regulated nursing professions. (e.g. registered nurse, registered psychiatric nurse, licensed practical nurse)
- Physician: regulated physicians
- Professional: Allied Health Care Professionals distinct from nursing who provide direct patient care (e.g. Physical Therapy, Social Work)
- Support Staff: Classifications that provide support to manage day-to-day operations. (e.g. Continuing Care Assistant, Clinic Assistant, Office Administrative Assistant, Environmental Service Workers)
- Technical: Classifications that provide diagnostic, therapeutic and analytical functions. (e.g. Cardiovascular Technologist, Orthopedic Technician, Analyst, Coordinator, Specialist)
- Management: Out of scope classifications that provide either a managerial or a managerial support function. (e.g. Vice President, Director, Manager, Consultant)

RQHR AFFILIATE STAFF (FULL-TIME EQUIVALENTS)			
	2013-14	2014-15	2015-16
Nursing	162.04	162.04	162.04
Professional	23.76	23.76	23.76
Support Staff	748.6	748.6	748.6
Management	36.81	36.81	36.81
Total	971.21	971.21	971.21

Services

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 primary health care services. These services are delivered in two tertiary care hospitals and a specialized provincial rehabilitation centre in Regina, along with five other acute care facilities located in Moosomin, Indian Head, Wolseley, Broadview and Fort Qu'Appelle. There are 31 Region-owned facilities and 11 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 page 18.

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 18).

HOSPITAL CARE UTILIZATION			
	2013-14	2014-15	2015-16
Average daily census	650.67	654.01	637.55
Average length of stay (days)	6.3	6.3	6.3
Births/newborn admissions	4,234	4,253	4,353
Emergency visits	107,033*	113,805*	113,322*
General radiology procedures	112,164	105,105	101,949
Ultrasound procedures	29,995	23,183	23,916
Mammography procedures	7,819	5,007	5,061
Interventional procedures	11,252	4,325	3,552
MRI procedures	16,630	17,743	17,470
CT procedures	118,526	59,992	46,558
Nuclear medicine procedures	12,329	7,838	7,720
Bone mineral densitometry procedures	4,262	4,102	4,187

* includes urban and rural visits

HOSPITAL ADMISSIONS			
	2013-14	2014-15	2015-16
Medicine	8,422	9,308	9,984
Surgical	10,185	11,025	9,646
Cardiosciences	2,498	2,409	2,254
Neurosciences	1,459	1,585	1,435
In-patient Mental Health	1,213	1,253	1,357
Pediatrics	2,031	2,006	1,952
Critical Care	1,966	2,061	1,894
Women's Health & IP Neonate	4,583	4,836	4,658
Other	1,683	1,251	924
Total	34,040	35,734	34,105

ACUTE CARE SURGERY			
	2013-14	2014-15	2015-16
In-patient surgery	11,904	11,795	10,975
Outpatient surgery – operating room	14,711	14,655	14,366
Total	26,615	26,450	25,341

LABORATORY SERVICES			
	2013-14	2014-15	2015-16
Clinical Laboratory – orders placed	1,137,580	1,167,338	1,197,151
Clinical Laboratory – tests performed	3,952,096	4,200,914	4,267,135
Surgical Pathology, Hematopathology and Autopsy – case count	43,670	46,851	47,891
Cytopathology – case count	58,495	57,003	56,464

HOME CARE SERVICE HOURS			
	2013-14	2014-15	2015-16
Number of units*	342,430**	362,330**	373,729

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

** Restated to be in accordance with current Primary Health Care Home Care service hour reporting practices.

REGINA EMS*			
	2013-14	2014-15	2015-16
Rural responses	783	706	699
Out-of-district	90	110	111
Inter-facility	3,891	3,247	3,434
Urban responses	14,214	15,321	15,300
No transport calls	5,833	5,744	5,999
Total Calls	24,811	25,128	25,543

* Regina EMS was 83.5 per cent compliant in responding to emergencies in under 8:59 minutes in 2015-16. The national benchmark for major urban centres is a compliance rate of 90 per cent.

Academics

One of the Region's roles is to act as an academic and research centre for a variety of health science learners in southern Saskatchewan.

Of note is the growing number of medical learners (see chart on following page) who now call Regina home and are permanently located at the University of Saskatchewan's College of Medicine, Regina Campus at the Regina General Hospital.

To ensure that these learners receive a high-quality educational experience requires a significant amount of coordination,

organization and commitment. In this past year, more than 50 RQHR employees actively supported and 400 physicians acted as preceptors for the program.

A key goal of the Regina campus is the recruitment and retention of local learners to the medical staff of the RQHR. The past year saw 19 University of Saskatchewan College of Medicine graduates join the RQHR medical practitioner community in a variety of key areas, including family medicine, emergency medicine, dermatology, gastroenterology, internal medicine, physical medicine and rehabilitation, psychiatry and pediatrics.

The popularity of the Dilawri Simulation Centre as a venue for both health science learners and practitioners to hone their clinical skills in a safe and interactive setting grew again in 2015-16. 3,707 learners (an 11 per cent increase from 2014-15) took part in educational sessions in the Centre

and the team coordinated an additional 85 bookings for simulation equipment to travel outside the Centre – where learners used the equipment to practice in their own work environments and further enhance the realism of the sessions.

MEDICAL LEARNERS			
	2013-14	2014-15	2015-16
2nd year medical students	28	40	41
3rd year medical students	38	39	35
Junior undergraduate rotating student internship/clerks	29	27	37
Family Medicine residents	29	27	25
Geographically-based residents (Obstetrics/Gynecology, Psychiatry, Internal Medicine, Emergency Room)	22	32	36
Rotating students	298	*150 (approx.)	166
Total	444	315	340

* With increased geographically based learners and changes to the surgical program, fewer rotating students were part of the campus in 2014-15. This number is anticipated to increase in 2015-16.

Research

In 2015-16, the RQHR Research Ethics Board approved 108 new research studies. Since many studies require more than one year to complete, the Region was actively involved in 290 studies during the 2015-16 fiscal year.

There were 79 RQHR-affiliated physicians and staff members conducting research representing 49 clinical specialty areas.

Building better teams and providing better care continues to be the goal of those involved in academics and research within the RQHR.

The following pages show snapshots of some of the RQHR's key research projects for 2015-16.



HEALTH RESEARCH WEEK 2015

OPTIMAL HEALTH CARE FOR CHILDREN

Dr. Juliet Soper is a general pediatrician and Head of the Department of Pediatrics in the Regina Qu'Appelle Health Region (RQHR). As a hospital based general pediatrician, she is part of a team who provide care to ill children in the pediatric unit and high acuity area at Regina General Hospital. Dr. Soper also works with the therapy team at Wascana Children's Program, providing anticipatory guidance for children with developmental concerns and with community based organizations such as Regina Children's Justice Centre to provide assessment, necessary treatments and support to children suspected of being victims of child maltreatment.

Since moving to Regina from New Zealand in 2012, she has focused her research efforts on promoting systems that facilitate the delivery of appropriate and optimal health care. Her training abroad has provided her with a unique perspective from which to view local processes.

Deeply rooted in real-world front line care issues, Dr. Soper has been a champion for young people in the RQHR. Her research seeks to ensure that they are receiving the best possible care while in our care. Sometimes, however, the best possible care means receiving fewer interventions. As such, Dr. Soper's studies have examined the overuse of standard procedures that can be traumatic to young children and/or that can lead to greater harm. For example, young children with fever and no identifiable focus for infection often receive IV antibiotics until blood cultures are negative at 48 hours. Minimizing the number of peripheral intravenous lines a child needs during an admission is desirable due to the anxiety and trauma that occurs with insertion. Other targeted areas for improvement include the reduction of unnecessary suctioning of babies born by caesarean section, and reducing unnecessary neuroimaging (CT or MRI) of children with simple febrile seizures.

DR. JULIET SOPER
Department of Pediatrics

Dr. Soper continues to inspire medical graduates to pursue research in quality assurance monitoring and improving patient care through adherence to clinical standards. It is this "frontline" focus that ensures appropriate and efficient service delivery, but ultimately makes a difference in the lives of our patients.



HEALTH RESEARCH WEEK 2015



From L to R: Lori Hopfauf, Taryn Lorencz, Dr. David McCutcheon, Stephanie Cook, Shannon Cowan, Roseann Nasser (missing Dr. Ron Taylor)

HOSPITAL MALNUTRITION – TWO SMALL QUESTIONS CAN MAKE A DIFFERENCE

A recent study revealed that 45 per cent of people admitted to medical and surgical units in Canadian hospitals are malnourished. Being malnourished places you at a high risk of experiencing delayed wound healing, more complications, and longer hospital stays. Hospital malnutrition is not new, but until recently there was little information on how big of a problem it was in Canadian hospitals.

Thanks to a nationwide study led by Dr. Heather Keller from the University of Waterloo, there are important changes underway in the Regina Qu'Appelle Health Region (RQHR). A simple two question screening tool is being used to identify patients who are malnourished. Answering yes to both is considered a positive screen and means more nutritional assessments are needed.

- Have you lost weight in the past 6 months WITHOUT TRYING to lose this weight?
- Have you been eating less than usual FOR MORE THAN A WEEK?

The RQHR was selected as one of five locations in Canada to participate in the 18-month **"More 2 Eat"** study, which aims to find ways to improve the food intake and nutrition status of patients in the hospital by screening patients with those two simple questions. The local oversight team includes Dr. David McCutcheon (VP, Medicine), Lori Hopfauf (ED, Medicine), Stephanie Cook (Director, Nutrition & Food Services/NFS) and lead investigator, Roseann Nasser (Research Dietitian, NFS). A strong interdisciplinary steering committee has been assembled to identify areas for improvement and to implement a nutrition care pathway for all patients. This steering committee includes Shannon Cowan (Senior Dietitian), Taryn Lorencz (Director, Medicine) and Dr. Ron Taylor (Hospitalist).

Key Partners

The 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*, is an affiliate or an organization prescribed in regulation that receives funding from a regional health authority to provide a health service.

Private Facilities:

- Radiology Associates of Regina Medical P.C. Incorporated
- Open Skies MRI Diagnostics P.C. Inc.
- RCA Diagnostics Inc.
- Surgical Centre Incorporated
- Gamma-Dynacare Medical Laboratories

Affiliate Facilities:

- All Nations' Healing Hospital
- Raymore Community Health & Social Centre
- Extendicare (Canada) Inc. (Elmview, Parkside, Sunset)
- Cupar & District Nursing Home
- Lumsden & District Heritage Home
- Santa Maria Senior Citizen's Home
- Regina Lutheran Housing Corp.
- Salvation Army William Booth Special Care Home
- The Qu'Appelle Diocesan Housing Company

Other contracted organizations assist the RQHR in achieving its goals. The community-based organizations and third parties that receive funding through the Region in 2015-16 are:

- Canadian Red Cross
- Mutchmor Lodge
- North Central Community Association Inc.
- Planned Parenthood Regina
- Aids Programs South Saskatchewan
- All Nations Hope Network
- Carmichael Outreach
- Street Workers Advocacy Program (SWAP)
- Regina Palliative Care Inc.
- Cosmopolitan Learning Centre Inc.
- Leading Thunderbird Lodge Inc. (LTL)
- Canadian Mental Health Assoc./Regina Branch Inc.
- Mobile Crisis Services, Inc.
- Phoenix Residential Society
- Bayshore Home Health
- Ranch Ehrlo Society
- Rainbow Youth Centre Inc.
- Chip & Dale
- Regina Community Clinic
- Regina Recovery Homes Inc.
- Student Energy in Action for Regina Community Health Inc.
- City of Regina Transit Department
- Lumsden and Craven Seniors' Program Inc.
- Milestone Assisted Living Advisory Board

- Salvation Army Waterston Centre
- Autism Resource Centre
- Aboriginal Family Service Centre
- Regina Early Learning Centre
- Regina Open Door Society
- Stepping Stones Child Care Cooperative
- Hope's Home Incorporated
- Cupar Lions Volunteer Ambulance
- Hutch Ambulance Moosomin Inc.
- Imperial & District Volunteer Ambulance
- JT Ambulance Service Inc.
- Prairie Ambulance Care Ltd. (Balcarres)
- Rural Medical First Responder Teams (31 Teams)
- Strasbourg EMS – money routed through Saskatoon Health Region
- Soo Line Ambulance Assoc.
- 615672 Saskatchewan Ltd. o/a Touchwood EMS
- Valley Ambulance Care Ltd. (Fort Qu'Appelle)

PROGRESS IN 2015-16

The RQHR is a key partner in the provincial planning process and works in collaboration with the Ministry of Health, Health Quality Council, 3sHealth, eHealth, Saskatchewan Cancer Agency and the 12 other provincial health regions. The Provincial Leadership Team, comprised of CEOs and Board Chairs from these organizations, have adopted four provincial strategies of Better Health, Better Care, Better Value and Better Teams.

For each of the provincial outcomes under the four Betters, the RQHR has developed a multi-year plan that sets targets and outlines year-by-year action plans. The following is a brief snapshot of the progress in 2015-16.

Better Health

Improve population health through health promotion, protection and disease prevention, and collaborate with communities and different government organizations to close the health-disparity gap.

Primary Health Care (PHC)

Five-Year Provincial Outcome

- *By 2017, people living with chronic conditions will experience better health as indicated by a 30 per cent decrease in hospital utilization related to six common chronic conditions (diabetes (DM), coronary artery disease (CAD), chronic obstructive pulmonary disease (COPD), depression, congestive heart failure (CHF) and asthma).*

Five-Year Provincial Improvement Targets

- By March 31, 2016, TBD* per cent of patients with four common chronic conditions (DM, CAD, COPD and CHF) are receiving best practice care as evidenced by the completion of provincial flow sheets available through approved EMRs and the eHR viewer.
- By March 2017, there will be a 50 per cent improvement in the number of people who say, "I can access my PHC team for care on my day of choice, either in person, on the phone or via other technology."
- By March 31, 2020, 80 per cent of patients with six common chronic conditions (DM, CAD, COPD, CHF, depression and asthma) are receiving best practice care as evidenced by the completion of provincial templates available through approved electronic medical records (EMRs) and the eHR viewer.

*no target provided

RQHR Projects

To achieve these five-year outcomes and improvement targets, RQHR PHC is currently developing an operational plan for community-based chronic disease prevention and management services.

One underlying principle of primary health care is that citizens can easily access everyday health services close to home. The creation of three urban and three rural Primary Health Care Networks over the last two years has paved the way for the creation of chronic condition services and programs in a number of community locations, removing some of the significant barriers to access that clients have experienced previously.

The operational plan will include a service delivery model that incorporates health promotion, prevention and self-management support for clients with a variety of chronic conditions provided by an interdisciplinary team within a local primary health care setting.

The overall plan will be finalized in September 2016; however much work was undertaken in 2015-16 to develop PHC COPD services as our starting point.

RQHR reviewed hospitalization data for the six chronic conditions and determined that COPD is the most significant concern for RQHR. PHC discussed this data with the RQHR Department of Family Medicine and they agreed that this is where PHC should be focusing its efforts.

In April 2015, the following individuals participated in a one-and-a-half day COPD Planning Session to discuss six patient value stream maps and data collected on existing services in RQHR: Patients, Interdisciplinary RQHR Providers, Family Physicians (6), Respiriologist – Dr. Abdulla, Eagle Moon Health Office and the Lung Association.

The following goals and themes were identified in the COPD Planning Session in order to improve community services for clients with COPD. Three goals: improve services in all six PHC Networks; ensure equal opportunity for providers to participate, including Family Practitioners; and use leading practices in diagnosis, education, rehabilitation and management of COPD in the community. Four themes: Prevention; Diagnosis; Education and Rehab; and Navigation.

Results

Since the COPD Planning Session, PHC has:

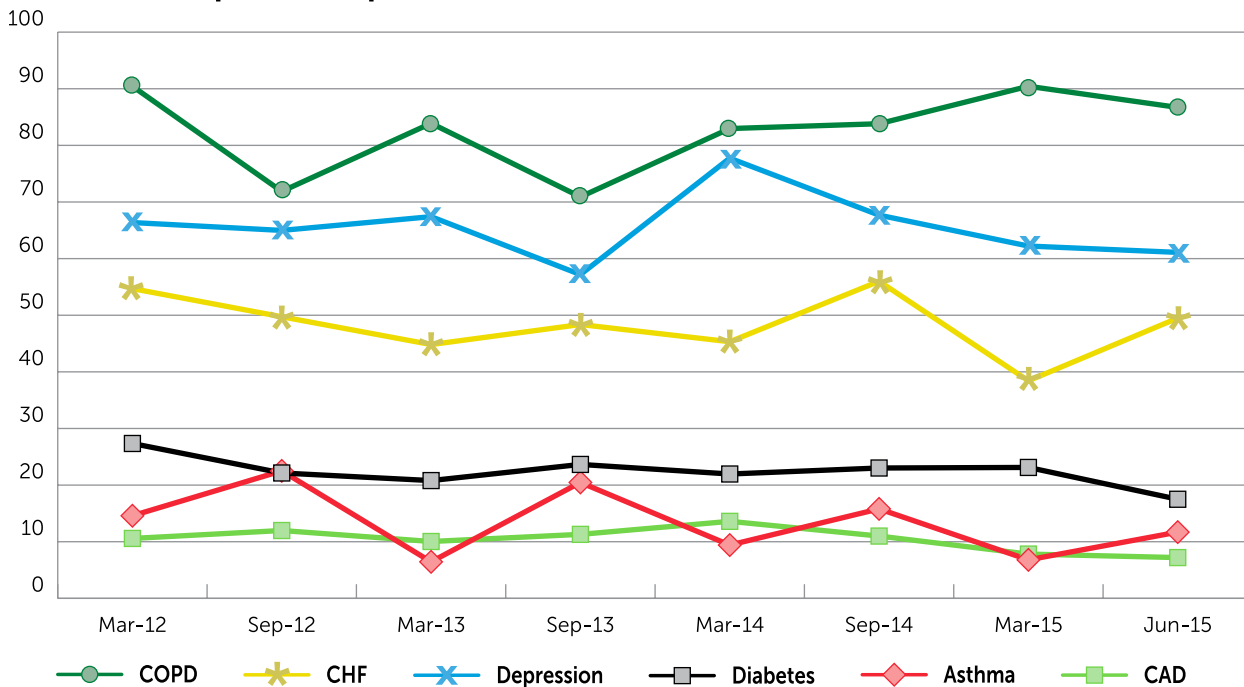
- performed 209 Spirometry tests in six PHC Networks. Spirometry tests are in-office breathing tests used to diagnose asthma, chronic obstructive pulmonary disease (COPD) and other conditions that affect breathing;
- trained 80 General Practitioners and 12 Nurse Practitioners in Spirometry Interpretation;
- developed community COPD programs rolling out in all six PHC Networks utilizing existing team members and resources;

- received Ministry support to continue training existing staff in COPD management; and
- received Ministry support to establish a Clinical COPD Pathway from Acute Care to Community.

Measurement Results

The focus during 2015-16 was to establish the “building blocks” for community-based COPD services. PHC continues to monitor the hospitalization rates for COPD in RQHR.

Hospital rate per 100,000 – 6 Chronic Conditions – RQHR



Mental Health & Addictions (MH&A)

Five-Year Provincial Outcome

- *By March 2019, there will be increased access to quality MH&A services and reduced wait times for outpatient and psychiatry services.*

Five-Year Provincial Improvement Targets

- By March 31, 2016, a defined, staged implementation plan for the MH&A Action Plan is developed.
- By March 31, 2016, meet triage benchmarks for outpatient MH&A services 85 per cent of the time.
- By March 31, 2017, meet triage benchmarks for outpatient MH&A services 100 per cent of the time.

RQHR Projects

RQHR has undertaken a variety of process improvement projects under the framework of the Balanced Care Model. The Balanced Care Model is intended to achieve 'balanced' access to services in both the inpatient and outpatient settings. Specific projects under the Balanced Care Model framework include:

- Reorganization of several small outpatient teams into the Community Outreach and Support Team (COAST) and Community Recovery services team;
- Creation, with the Regina Police Service, of the Police and Crisis Team (PACT);
- Initiation of pooled referrals for Psychiatrist appointments;
- Creation of electronic health records and improved clinical documentation;
- Establishment of a Consultation Liaison Team to provide better in-hospital care; and
- Assignment of hospitalist Psychiatrists to provide in-hospital care.

Results

RQHR has been successful in achieving almost all of the outpatient wait-time benchmarks. All wait-time benchmarks for adults and adolescents and children are met for triage levels of severe and very severe. For moderate and mild cases, benchmarks are met for adult mental health outpatients. All triage categories for all addictions clients are met. Benchmarks are not met for child and youth psychiatry.

Seniors

Five-Year Provincial Outcome

- *By March 31, 2020, seniors who require community support can remain at home as long as possible, enabling them to safely progress into other care options as needs change.*

Five-Year Provincial Improvement Targets

By March 31, 2017, the number of clients with a Method of Assigning Priority Levels (MAPLe) score of three to five living in the community supported by home care will increase by two per cent. The MAPLe score prioritizes client needs on five priority levels. Clients in the lowest priority level have no major functional, cognitive, behavioural, or environmental problems and are considered self-reliant. Research has demonstrated that the five priority levels are predictive of risk: individuals in the highest priority level are nearly nine times more likely to be admitted to a long-term care facility than are the lowest priority clients.

RQHR Projects

While not related specifically to the MAPLe score metric, RQHR has moved forward on the following projects related to seniors care:

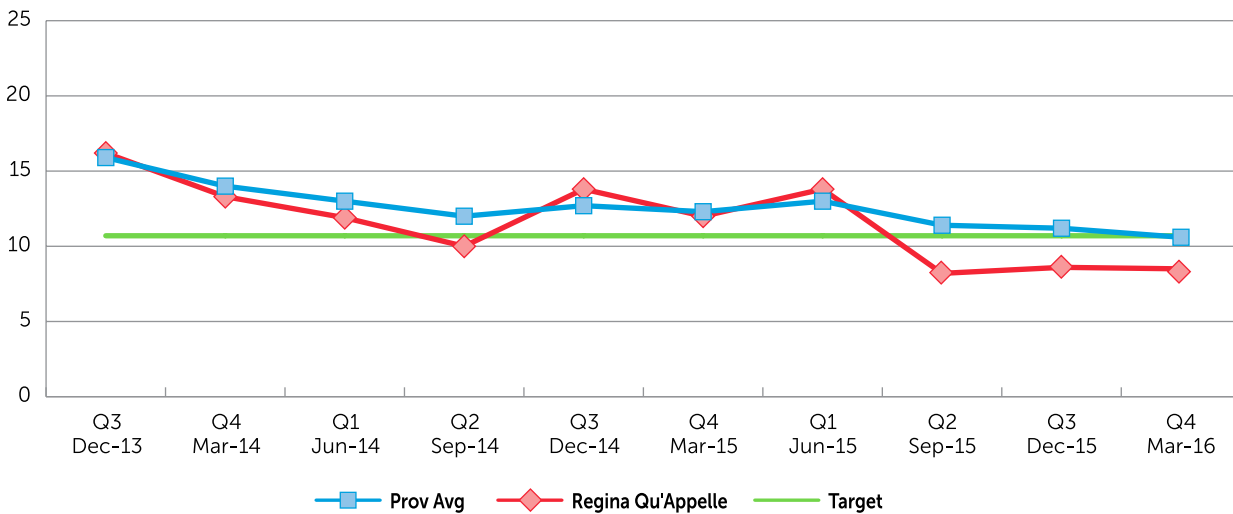
- Enhancements to the Home First Quick Response Team to better meet demand;
- Seniors Home Visiting Program;
- Connecting to Care (which does not target seniors, but does provide services to seniors);
- Reducing anti-psychotic drug use in long-term care facilities; and
- Falls-reductions efforts in hospitals, long-term care facilities and at home.

Results

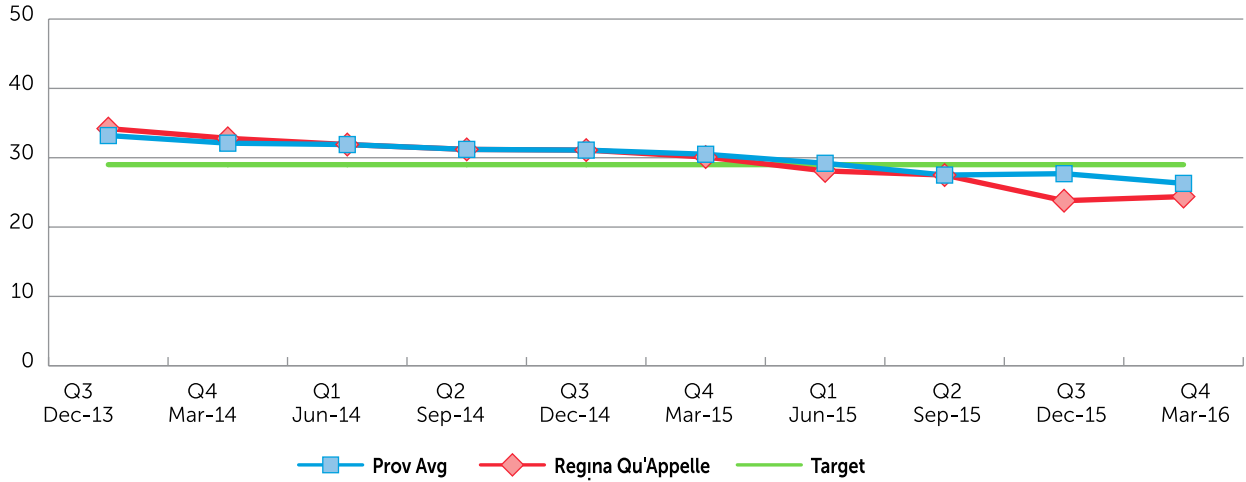
In long-term care, the Region and the province monitor six quality indicators. For five of the six, RQHR is achieving better results than the provincial average, and for all indicators the trend line is moving in the right direction.

Measurement Results

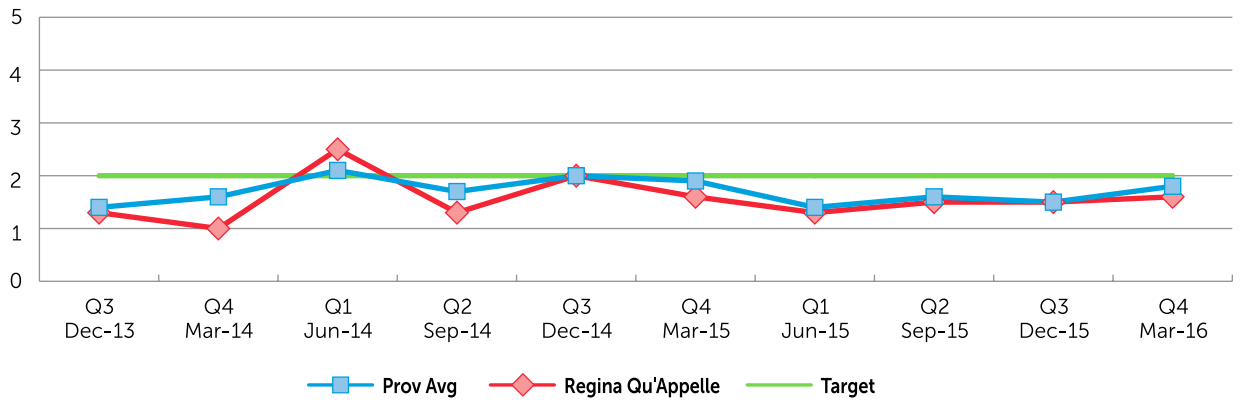
Daily Physical Restraints



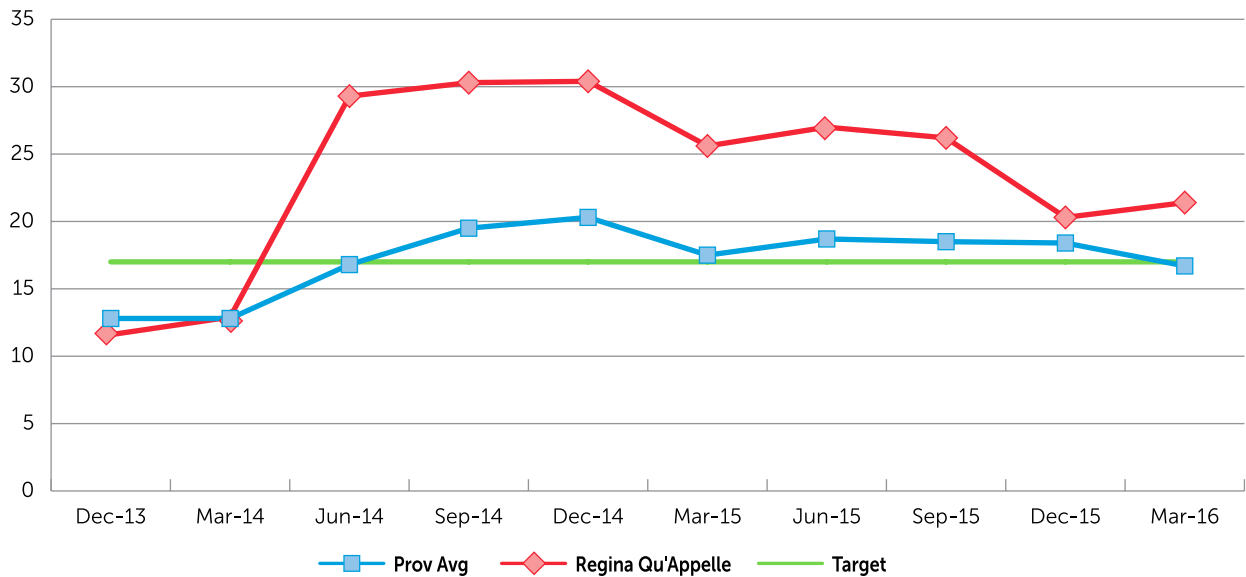
Antipsychotic Use



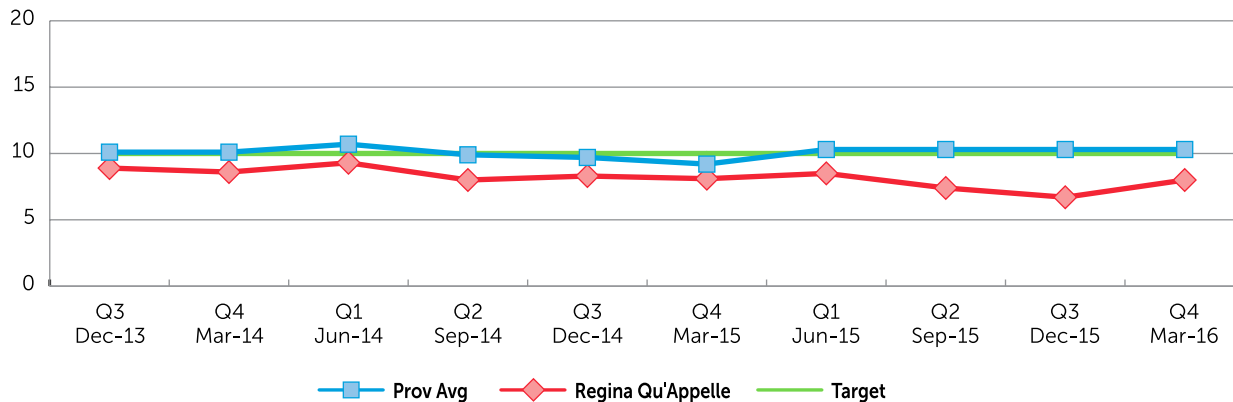
Pressure Ulcers Worsened



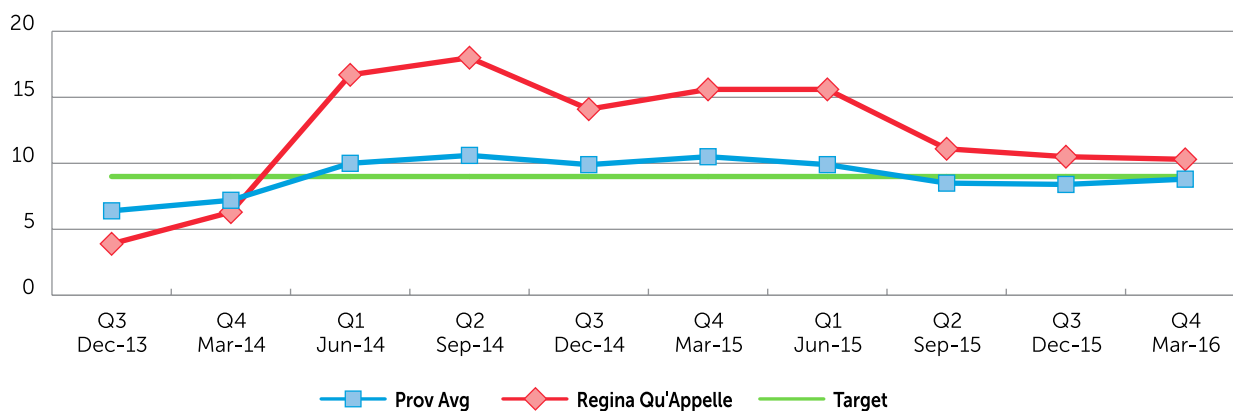
Bladder Continence Worsened



Falls in the Last 30 Days



Pain Worsened



Better Care

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

Emergency Department Waits/Patient Flow

Five-Year Provincial Outcome

- By March 31, 2019, there will be a 60 per cent reduction in Emergency Department (ED) wait times.

Five-Year Provincial Improvement Targets

- By March 31, 2016, the length of stay (LOS) in the ED for 90 per cent of admitted patients will be ≤ 22.3 hours (from the time a patient arrives in the ED to the time they are admitted to a bed).
- By March 31, 2016, the LOS in the ED for 90 per cent of non-admitted patients will be ≤ 5.9 hrs.

RQHR Projects

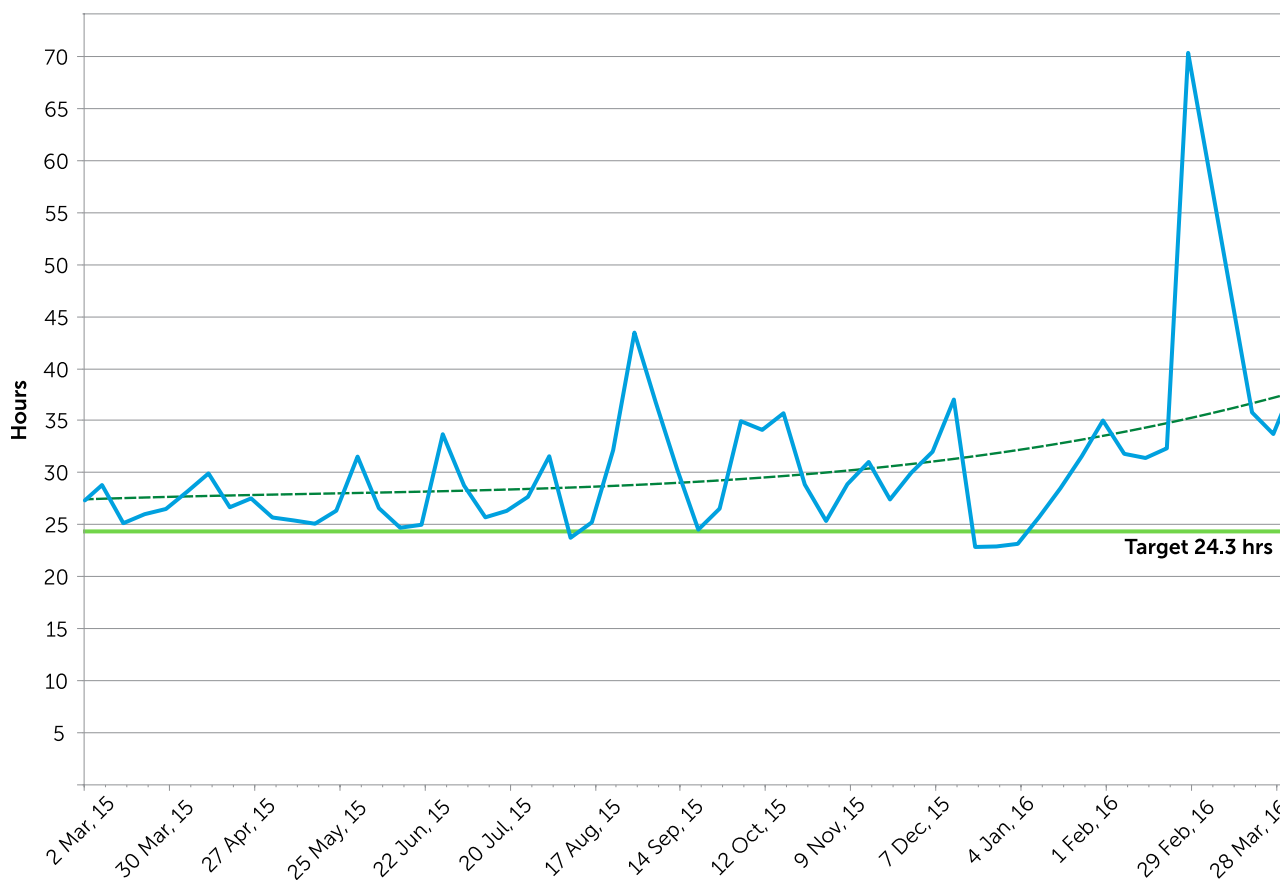
Patient Flow is a system issue, and therefore it takes the whole system to work together to make improvements. In 2015-16, all service lines and portfolios participated in an ED length of stay visioning session that resulted in a system-level, multi-year plan aimed at achieving a 60 per cent reduction in ED wait times by 2019. The multi-year plan established yearly activities and outcome targets for each portfolio. Over the course of the past 12 months, the Region initiated more than 25 improvement initiatives, and senior leaders conducted status reporting on a regular, bi-weekly basis.

Results

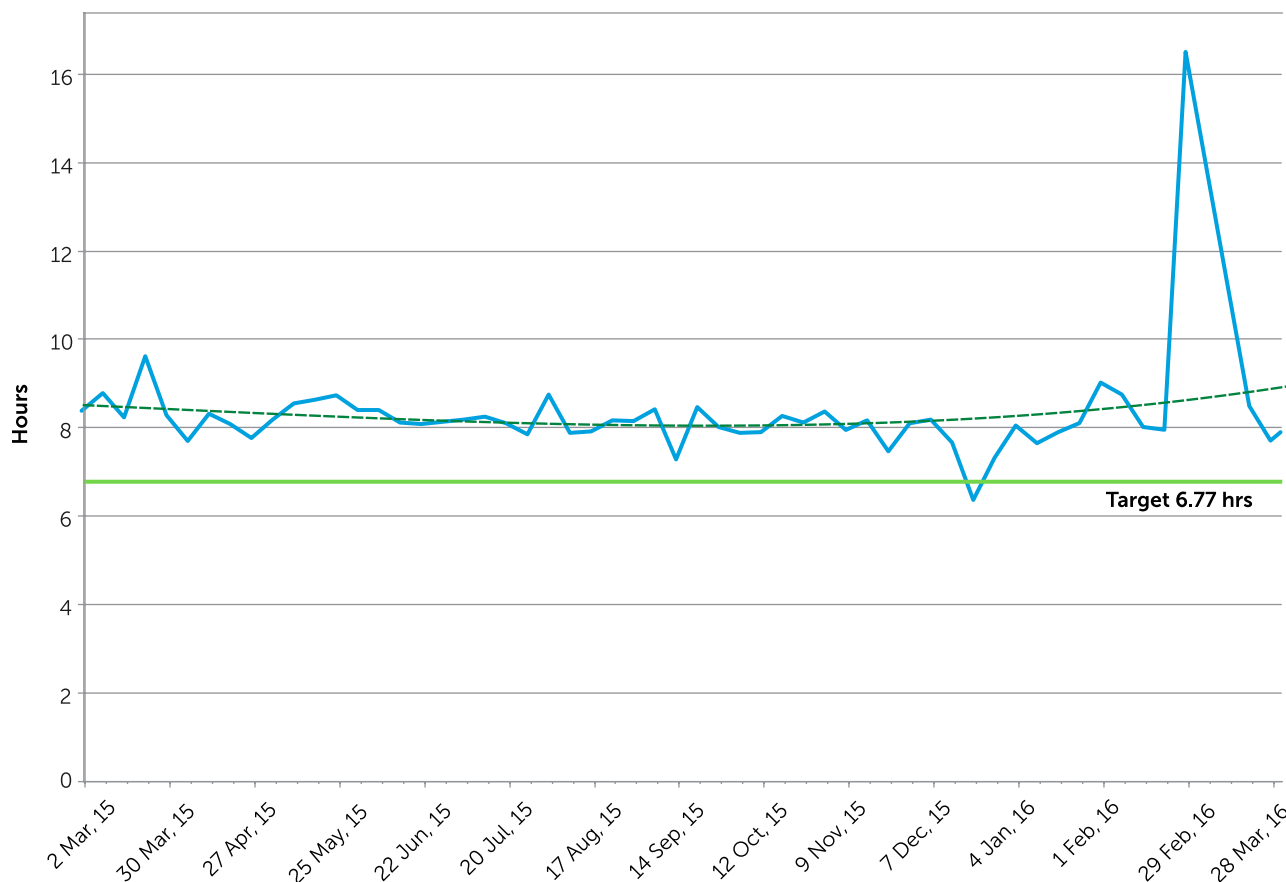
While RQHR did not achieve its ED length of stay targets for admitted and non-admitted patients in 2015-16, RQHR managed to reduce the overall urban ED length of stay by 10 min, despite a 3.6 per cent increase in the number of patients presenting to the ED. The Region's collective improvement initiatives across the health system have contributed to the ED managing this higher volume of patients and achieving some gains towards the provincial targets.

Measurement Results

ED LOS P90 (Admitted Patients)



ED LOS P90 (Non-Admitted Patients)



Improving access to Specialists and Diagnostics (Wait 1)

5 Year Provincial Outcome

- By March 31, 2019, there will be a 50 per cent decrease in wait time for appropriate referral from primary care provider to all specialists or diagnostics.

5 Year Provincial Improvement Target

- By March 2016, a provincial framework for an appropriate referral to a specialist or diagnostics is developed and tested.

RQHR Projects

The RQHR is one of two pilot groups that work with the Ministry of Health to test the provincial model for Wait 1. The RQHR Hip and Knee Treatment and Research Centre has initiated multiple improvement projects to reduce the Wait 1 times. In addition, the Hip and Knee Treatment and Research Centre began using an online patient satisfaction survey tool in the fall of 2015. This tool was developed to measure patient satisfaction across the region.

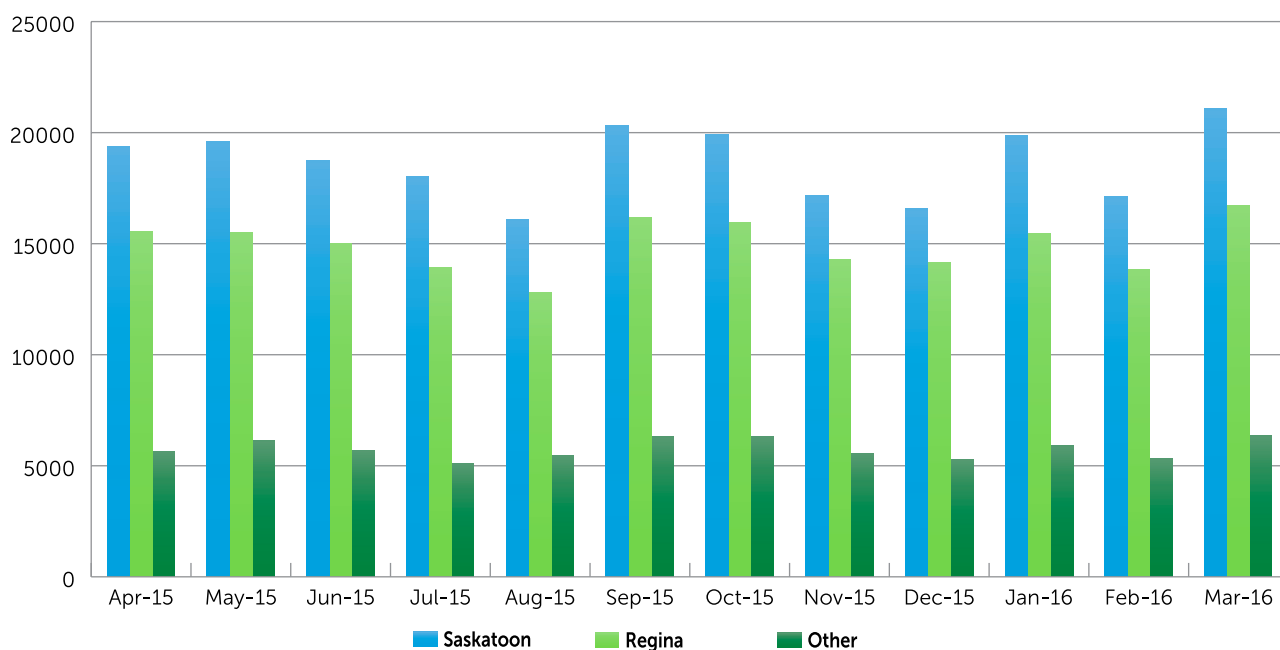
In 2016-17, the RQHR will be participating in the *Intelligent Intake* pilot with the Saskatoon Spine Pathway. RQHR will also continue to participate in the testing of the provincial model, which is designed to effect a reduction in wait times by 50 per cent.

RQHR Results

The work toward improving wait times from general practitioner to specialist/diagnostics is led at the provincial level. Overall, the project is not considered to be meeting the target, due to delay in measuring and reporting wait times (specifically, validation of accurate data by specialist and development of the Service Catalogue and Specialist Directory).

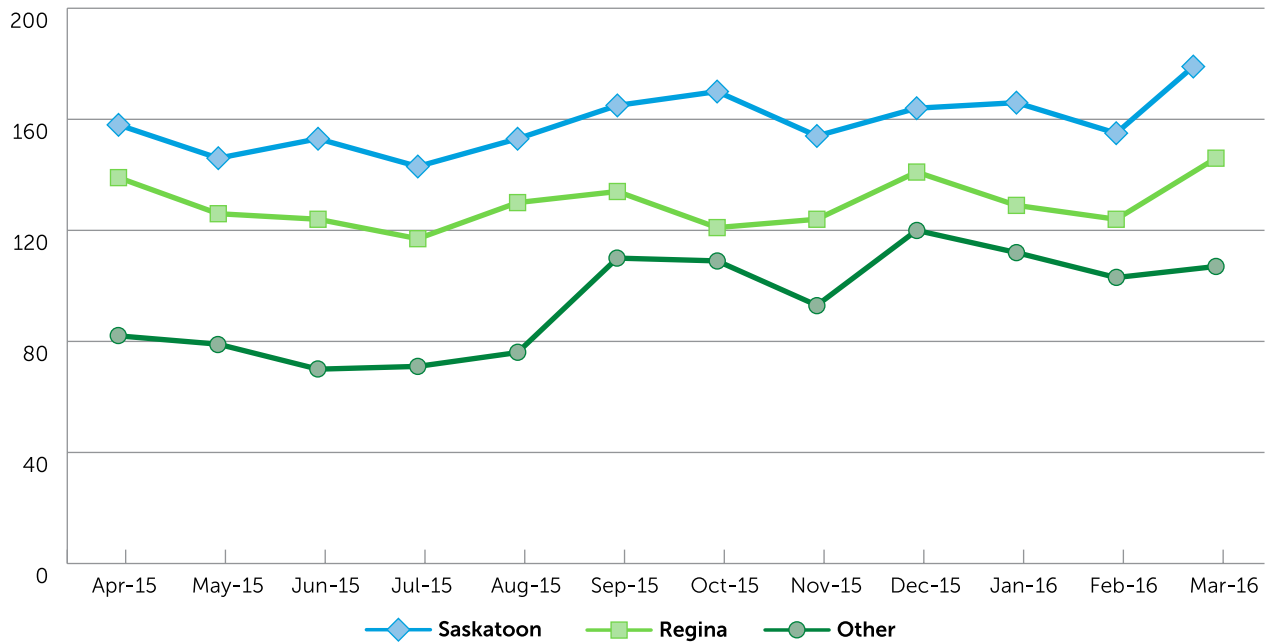
Measurement Results

**Provincial Leadership Team January 2016 Wall Walk Update
Wait 1: Specialist Consults Volume and No. of Specialists**



Provincial Leadership Team January 2016 Wall Walk Update

Wait 1: Average time, in days, a patient waits to be seen by a specialist, all specialties, SK



Appropriateness of Care

5 Year Provincial Outcome

- By March 2018, 80 per cent of clinicians in three selected clinical areas within one or more service lines will be utilizing agreed upon best practices.

5 Year Provincial Improvement Targets

- By March 31, 2017, there will be at least two clinical areas with deployed care standards at the provincial level.

RQHR Projects

An Appropriateness of Care core team was put into place in 2015-16. This team has been working with physician leaders within RQHR to implement department specific projects. Researched best practices and organizational initiatives were used to define six strategies from which the physician leaders selected their projects:

- Replication of Intermountain Health strategies
- Choosing Wisely Canada Guidelines
- Review of RQHR Pre-printed Orders
- Review of current RQHR Clinical Guidelines and Pathways

- Appropriate resource use
- Other:
 - Surgery – indication; extent; procedure
 - Records Management

Based on these strategies, the medical departments chose 20 projects, which were either initiated in 2015-16 or scheduled for commencement. RQHR's plan for next year includes:

- Appropriate use of Laboratory resources by Primary Care Physicians;
- Development of the protocol for screening for Pulmonary Embolism;
- Use of drug triage tests for patients presenting to Emergency Department with psychiatric presentations;
- Development of a Delirium Care Pathway; and
- Reducing surgical site infections in patients having caesarean sections and hysterectomy.

Results

The results of 2015-16 activity:

- Physician pre-printed orders were designed, reviewed, revised in many medical departments;
- A new pre-printed order was introduced in all medical inpatient units;
- Regular audits were conducted in the following areas:
 - urinary bladder catheterization, documentation of admission history and physical plan of care communication, documentation of progress note, task list utilization by nursing, doctors' last visit date record in patient chart;
- Management of barriers to discharge;
- Developing protocols for appropriate pre-operative testing for all patients;
- Eliminated necessary routine investigations and implemented customized investigations for critically ill patients;
- Developed a Prostate care pathway for RQHR;

- Developed a Stroke Pathway for RQHR;
- Developed the Asthma Care Pathway for children in RQHR;
- Audited and managed daily operating times to reduce case cancellations; and
- Reviewed the clinical management for skin abscess.

Better Value

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

Financial Sustainability

5 Year Provincial Outcome

- *Ongoing, as part of a multi-year budget strategy, the health system will bend the cost curve by achieving a balanced or surplus budget.*

5 Year Provincial Improvement Targets

- All health system partner organizations will be in a balanced or surplus year-end financial position in 2015-16.
- Shared services activities will produce \$10 million net new savings in 2015-16.

RQHR Projects

The Region is committed to being a good steward of health care system resources, which includes reducing costs to align with available resources, and delivering expected services in the most efficient and effective manner possible, without sacrificing quality and safety. In 2015-16, financial management initiatives included:

- Implementing 11 cost-reduction initiatives to address the Region's preliminary estimated financial challenge of \$38 million. Targets were attached to each initiative and Vice President leads reported monthly on the progress of reaching the target.
- Enhanced focus on financial accountability at all levels of the Region. Regular reporting on financial results, challenges, opportunities and corrective action plans to balance budgets.
- Efficiency Target Initiatives (ETI) steering committee focused on foundational strategic priorities that lead to long-term financial sustainability. Initiatives under ETI in 2015-16 included:
 - Creating conditions for front-line manager success, particularly related to financial management;

- Master roster staff scheduling reviews undertaken in all clinical areas;
- Overtime reviews; and
- Workforce optimization.
- Creation of a short-term Workforce Optimization Task Team (WOTT). Dedicated resources were allocated to this initiative, and the team developed a process to understand the financial issues and challenges of the Region, identified specific departments with which to perform deep dive reviews and provided specific recommendations for those areas to manage their budgets. The team also provided recommendations on broader system observations that will form part of the Region's 2016-17 sustainability work.
- The Region continued its quality improvement work throughout the organization.
- Participation in shared-service opportunities with 3sHealth, other Regional Health Authorities and the Saskatchewan Cancer Agency.

Results

The RQHR ended 2015-16 with a deficit of \$15.2 million (1.4 per cent of total operating expenditures), compared to a deficit of \$16.1 million (1.6 per cent of total operating expenditures in 2014-15.) The Region continued to have significant challenges in balancing the budget, due most notably to:

- Increasing population and demographic changes resulting in growing demand for services;
- Planned investments to respond to a growing, complex and changing environment
 - Physician leadership structure and service expansion
 - Sask. Healthcare Management System
 - 3sHealth shared service opportunities;
- High levels of staff movement causing increased overtime resulting in filling vacant lines at overtime rates and increased orientation time; and
- Occupancy in medical inpatient beds consistently higher than the 95 per cent target resulting in increased staffing and other costs.

Infrastructure

5 Year Provincial Outcome

- *By March 31, 2017, all infrastructures (IT, equipment and facilities) will integrate with provincial strategic priorities, be delivered with a provincial plan and adhere to provincial strategic work.*

5 Year Provincial Improvement Targets

- By March 31, 2016, have delivered results on three high-impact capital areas that address high risk for critical failure using alternative funding/delivery options.
- By March 31, 2016, common criteria and options for investing are used to vet all capital investments.

RQHR Projects

The Region continues to identify and manage infrastructure (facilities, equipment and information technology) risks within available resources. RQHR is committed to working with the Ministry of Health and partners such as eHealth to find solutions to address the growing deficit in infrastructure and improve system sustainability.

High impact capital areas were not identified for RQHR as part of the provincial deliverables for 2015-16.

Results

RQHR has a number of key decision-making and oversight committees to provide direction and oversight for all capital investments:

- A Capital Oversight Committee was established in 2015-16 to support capital asset strategy development, to develop capital investment priorities and to provide oversight to annual and multi-year capital budgeting for the RQHR. Working groups focused on facilities and equipment support this Committee.
- In addition, the Information Management and Information Technology Steering Committee continues to provide leadership, strategic advice, direction and oversight for the annual and multi-year Information Management and technologies priorities and planning.

Better Teams

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

Culture of Safety

Five-Year Provincial Outcome

- *To achieve a culture of safety, by March 31, 2020, there will be no harm to patients or staff.*

Five-Year Provincial Improvement Targets

- By March 2018, fully implement a provincial Safety Alert/Stop the Line (SA/STL) process throughout Saskatchewan.
- By March 31, 2018, all regions and the Cancer Agency will implement the six elements of the Safety Management System (SMS): Management & Leadership, Hazard Identification & Control, Training & Communications, Inspections, Reporting & Investigation, and Emergency Response.
- By March 31, 2019, all regions and the Cancer Agency receive a 75 per cent evaluation score on the implementation of the elements of the SMS.
- By March 2019, there will be zero shoulder and back injuries.

RQHR Projects

Safe, quality care is at the heart of what the RQHR does on a daily basis. To achieve the outcome of no harm to patients and staff, the RQHR has made progress on the Stop the Line project and has continued to drive the Workplace Safety strategy across the region. Stop the Line represents an important evolution in safety practice, by placing importance on both the safety of our patients and the safety of our staff and practitioners.

Results

The Region finalized the SA/STL policy and procedure. To support this, a comprehensive communication and resource package was developed to facilitate implementation of the policy and procedure across the Region. Key elements of the resource package included:

- Educational video, featuring patient experiences and STL scenarios; and
- A manager tool kit.

In support of the improvement targets goal, we also focused on activities related to:

- Back and shoulder injury reduction through development and introduction of a skills audit tool for use by front-line employees and managers;

- Implemented the hazard identification and assessment component of the provincial SMS;
- Completed a comprehensive, Region-wide workplace violence assessment; and
- Developed and implemented a workplace violence policy.

Employee Health & Safety and Patient Safety collaborated on Stop the Line in partnership with Patient Safety/Risk Management.

Measurement Results

RQHR achieved all work plan deliverables for the Safety Alert/Stop the Line Policy and Procedure.

The key metric for staff injury is the number of Workers' Compensation Board (WCB) Lost Time Claims per 100 full time equivalents (FTE). In 2015-16, Lost Time Claims fell to 5.4/100 FTE. We did not meet the target of 2.8/100 FTE; however, workplace injuries were reduced by 10 per cent in 2015-16, and by 35 per cent from the base line established in 2011-12.

REGINA QU'APPELLE HEALTH REGION

FINANCIAL 2015-2016 REPORT



MANAGEMENT REPORT

May 26, 2016

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 Board). The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards 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 Board delegates the responsibility of reviewing the financial statements and overseeing management's performance in financial reporting to the Audit, Finance and Risk Committee. The Audit, Finance and Risk Committee meets with the Board, management and the external auditors to discuss and review financial matters, and recommends the financial statements to the Board for approval. The Board approves the Annual Report and, with the recommendation of the Audit, Finance and Risk Committee, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements. The auditor's report expresses an opinion on the fairness of the financial statements prepared by management.



Chief Executive Officer



Chief Financial Officer

FINANCIAL OVERVIEW 2015-16

For the year ended March 31, 2016, RQHR recorded a deficit of \$15.2 million compared to a balanced budget target and a deficit of \$16.1 million in 2014-15. This equates to 1.4 per cent of total operating expenditures (1.6 per cent in 2014-15), approximately five days of average spending for the RHA. In total, the Ministry of Health provided \$946.3 million or 91.0 per cent of operating funding (\$925.9 million in 2014-15, or 91.4 per cent of operating funding).

During the 2015-16 fiscal year, operating revenue totaling \$1.039 billion was received, an increase of 2.7 per cent over 2014-15. Budgeted revenue for 2015-16 was \$1.016 billion, resulting in a favourable revenue variance of \$23.7 million. Ministry of Health funding of compensation and medical remuneration revenue of \$11.2 million, in excess of budget, contributed to the favourable variance, as well as an additional \$2.3 million of compensation revenue recoveries from third parties. The RHA received \$4.4 million of unbudgeted revenue related to a distribution of surplus funds from the Workers' Compensation Board (WCB) during 2015-16. The Region also received an in-year payment of \$2.0 million from the Ministry of Health to address current year operating pressures, as well as \$0.5 million to offset lost revenue due to closed long-term care beds. This \$0.5 million was used to ensure 12 long term care beds previously funded by Veteran's Affairs Canada (VAC) stayed open and available to residents of the Region. VAC revenue was anticipated to decrease by \$1.3 million in 2015-16 due to a projected decrease in the number of veterans in long-term care. However, the actual VAC patient days did not decrease as expected, contributing to the favourable revenue variance.

Operating expenditures of \$1.055 billion were incurred by the RHA in 2015-16, compared to budgeted expenditures of \$1.016 billion, an unfavourable variance of \$38.9 million. This is an increase of \$26.0 million, or 2.5 per cent, compared to 2014-15. Salary and benefit costs, including medical remuneration, accounted for approximately 73.7 per cent of total operating expenditures (72.9 per cent in 2014-15) and these costs contributed to 71 per cent of the unfavourable expense variance. The \$1.055 billion in costs were distributed as follows:

- \$699 million or 66.2 per cent (\$694 million or 67.4 per cent in 2014-15) was spent to provide services to patients and residents in our facilities;
- \$132 million or 12.5 per cent (\$125 million or 12.1 per cent in 2014-15) was spent on community health programs, including home care, primary health care, mental health and addiction services, and emergency response services;
- \$156 million or 14.8 per cent (\$153 million or 14.8 per cent in 2014-15) was spent on operational support such as laboratory and pharmacy services; and
- \$68 million or 6.5 per cent (\$57 million or 5.7 per cent in 2014-15) was spent on support and ancillary services.

Managing human resource costs was a challenge for the RHA in 2015-16. The RHA experienced volume increases due to a growing and demographically changing population, resulting in an increase to services provided. Although progress was made at reducing overtime expenditures (reduction of 9.8 per cent over 2014-15) the RHA did not meet its target reduction of 33 per cent. The RHA continues to experience high levels of staff movement resulting in high orientation costs. Aging building infrastructure resulted in an increase of 4.7 per cent to repair and maintenance costs over 2014-15.

During the year, the RHA provided funding of \$70.2 million (\$68.2 million in 2014-15) to prescribed health care organizations and other third parties for the provision of health services. Additional information can be found in Note 10 b) of the audited financial statements.

Capital expenditures for 2015-16 totaled \$18.1 million, with approximately 61.9 per cent of funding provided by the Ministry of Health, compared to \$20.9 million in 2014-15 and 54.6 per cent of funding provided by the Ministry of Health. The remainder of the RHA's funding was provided by various sources, such as foundations and rural trust contributions.

The RHA is responsible for managing various community trust funds. These funds reflect the community generated assets, which were transferred to the RHA in accordance with the pre-amalgamation agreements. Detailed information regarding these funds can be found in note 2 b) iii) and Schedule 3 of the audited financial statements.

The RHA has outstanding mortgages totaling \$4.8 million as at March 31, 2016 (\$5.4 million as at March 31, 2015). Mortgages are held on several of the special care homes and are secured through the land and buildings of the special care homes. Further information related to the RHA's debt is disclosed in note 5 of the audited financial statements.



INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Regina Qu'Appelle Regional Health Authority, which comprise the statement of financial position as at March 31, 2016, and the statement of operations, statement of changes in fund balances, and statement of cash flow for the year 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 for not-for-profit organizations 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 Regina Qu'Appelle Regional Health Authority as at March 31, 2016, the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for not-for-profit organizations.

Regina, Saskatchewan
May 26, 2016

Judy Ferguson, FCPA, FCA
Provincial Auditor

Statement of Financial Position

As at March 31, 2016
(in thousands of dollars)

	Operating Fund	Restricted Funds		Total 2016	Total 2015
		Capital Fund	Community Trust Fund		
(Note 18)					
ASSETS					
Current Assets					
Cash & short-term investments (Schedule 2)	\$ -	\$ -	\$ 633	\$ 633	\$ 5,750
Accounts receivable					
Ministry of Health – General Revenue Fund	6,904	-	-	6,904	2,613
Other	14,720	1,879	14	16,613	17,218
Due (to)/from other funds	(11,207)	10,975	232	-	-
Inventory	4,140	-	-	4,140	4,165
Prepaid expenses	5,955	-	-	5,955	7,540
	<u>20,512</u>	<u>12,854</u>	<u>879</u>	<u>34,245</u>	<u>37,286</u>
Investments (Notes 14(c) & 14(d) & Schedule 2)	-	-	629	629	850
Due From Local Governments (Note 5)	-	43	-	43	43
Capital Assets (Note 3)	-	301,778	-	301,778	317,114
Total Assets	<u>\$ 20,512</u>	<u>\$ 314,675</u>	<u>\$ 1,508</u>	<u>\$ 336,695</u>	<u>\$ 355,293</u>
LIABILITIES AND FUND BALANCES					
Current Liabilities					
Bank overdraft	\$ 7,500	\$ -	\$ -	\$ 7,500	\$ -
Accounts payable	40,584	456	-	41,040	42,230
Accrued salaries	25,182	-	-	25,182	16,933
Vacation payable	56,085	-	-	56,085	51,652
Long-term debt & mortgages – current (Note 5)	-	637	-	637	643
Deferred revenue (Note 6)	11,963	-	-	11,963	18,542
	<u>141,314</u>	<u>1,093</u>	<u>-</u>	<u>142,407</u>	<u>130,000</u>
Long-Term Liabilities					
Debentures (Note 7)	-	2,474	-	2,474	2,378
Long-term debt & mortgages (Note 5)	-	4,144	-	4,144	4,796
Employee future benefits (Note 11)	25,767	-	-	25,767	25,334
Total Liabilities	<u>167,081</u>	<u>7,711</u>	<u>-</u>	<u>174,792</u>	<u>162,508</u>
Fund Balances					
Invested in capital assets	-	294,523	-	294,523	309,297
Externally restricted (Schedule 3)	-	11,396	1,508	12,904	13,475
Internally restricted (Schedule 4)	(753)	1,045	-	292	114
Unrestricted	(145,816)	-	-	(145,816)	(130,101)
Total Fund Balances (Statement 3)	<u>(146,569)</u>	<u>306,964</u>	<u>1,508</u>	<u>161,903</u>	<u>192,785</u>
Total Liabilities & Fund Balances	<u>\$ 20,512</u>	<u>\$ 314,675</u>	<u>\$ 1,508</u>	<u>\$ 336,695</u>	<u>\$ 355,293</u>

Contractual Obligations (Note 4)

Approved by the Board of Directors:



Chairperson, Regina Qu'Appelle Regional Health Authority



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, 2016
(in thousands of dollars)

	Operating Fund			Restricted Funds			
	Budget 2016 (Note 12)	2016	2015 (Note 18)	Capital 2016	Community Trust 2016	Total 2016	Total 2015 (Note 18)
REVENUES							
Ministry of Health general revenue fund	\$ 932,090	\$ 946,312	\$ 925,914	\$ 11,732	\$ –	\$ 11,732	\$ 13,799
Other provincial	10,861	15,950	10,935	339	–	339	520
Federal government	6,244	8,064	6,840	–	–	–	–
Patient and client fees	25,981	26,259	26,069	–	–	–	–
Out of province (reciprocal)	11,399	10,166	11,499	–	–	–	–
Out of country	1,152	2,509	1,247	–	–	–	–
Donations	1,004	1,705	1,148	5,243	62	5,305	8,040
Ancillary	7,988	8,147	7,022	–	–	–	–
Investment	176	43	176	–	24	24	24
Recoveries	12,234	13,435	13,876	–	–	–	–
Research grants	–	161	286	–	–	–	–
Other	6,631	6,739	7,505	285	–	285	2,941
Total Revenues	1,015,760	1,039,490	1,012,517	17,599	86	17,685	25,324
EXPENSES							
Inpatient & resident services							
Nursing administration	3,704	3,655	3,989	–	–	–	–
Acute	211,103	216,095	221,009	10,035	6	10,041	8,832
Supportive	119,475	124,072	120,803	1,614	93	1,707	2,044
Integrated	20,356	21,665	21,564	400	7	407	412
Rehabilitation	6,421	6,899	6,746	577	–	577	566
Mental health & addictions	11,074	13,013	12,652	–	–	–	–
Total Inpatient & resident services	372,133	385,399	386,763	12,626	106	12,732	11,854
Physician compensation	89,978	91,830	88,674	–	–	–	–
Ambulatory care services	90,863	91,212	91,358	1,293	–	1,293	338
Diagnostic & therapeutic services	130,358	130,474	126,906	439	–	439	687
Community health services							
Primary health care	20,501	37,859	17,889	112	–	112	111
Home care	34,757	24,652	36,510	12	–	12	13
Mental health & addictions	27,643	28,218	27,648	6	–	6	7
Population health	20,001	17,919	21,182	21	–	21	16
Emergency response services	17,325	18,893	17,389	1,599	–	1,599	1,544
Other community services	4,551	4,490	4,129	–	–	–	–
Total Community health services	124,778	132,031	124,747	1,750	–	1,750	1,691
Support Services							
Employee future benefits	–	433	155	–	–	–	–
Program support	51,277	54,722	51,605	1,602	–	1,602	1,520
Operational support	155,413	155,594	152,753	15,215	–	15,215	15,056
Other support	(2,844)	9,033	2,935	–	–	–	–
Total Support services	203,846	219,782	207,448	16,817	–	16,817	16,576
Ancillary	3,804	3,963	2,767	335	–	335	331
Total Expenses (Schedule 1)	1,015,760	1,054,691	1,028,663	33,260	106	33,366	31,477
Deficiency of revenue over expenses	\$ –	\$ (15,201)	\$ (16,146)	\$ (15,661)	\$ (20)	\$ (15,681)	\$ (6,153)

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

Statement of Changes in Fund Balances

For the year ended March 31, 2016

(in thousands of dollars)

	Restricted Funds			Total 2015
	Operating Fund	Capital Fund	Community Trust Fund	
2016				
Fund balance, beginning of year	\$ (130,999)	\$ 322,247	\$ 1,537	\$ 192,785
Deficiency of revenues over expenses	(15,201)	(15,661)	(20)	(30,882)
Interfund transfers (Note 15)	(369)	378	(9)	–
Fund balance, end of year	\$ (146,569)	\$ 306,964	\$ 1,508	\$ 161,903

	Restricted Funds			Total 2015
	Operating Fund	Capital Fund	Community Trust Fund	
2015				
Fund balance, beginning of year	\$ (114,406)	\$ 327,847	\$ 1,643	\$ 215,084
Deficiency of revenues over expenses	(16,146)	(6,109)	(44)	(22,299)
Interfund transfers (Note 15)	(447)	509	(62)	–
Fund balance, end of year	\$ (130,999)	\$ 322,247	\$ 1,537	\$ 192,785

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

Statement of Cash Flow

For the year ended March 31, 2016
(in thousands of dollars)

	Operating Fund		Restricted Funds			Total 2015 (Note 18)
	2016	2015 (Note 18)	Capital	Community Trust	Total 2016	
Cash provided by (used in):						
Operating Activities:						
Deficiency of revenues over expenses	\$ (15,201)	\$ (16,146)	\$ (15,661)	\$ (20)	\$ (15,681)	\$ (6,153)
Net change in non-cash working capital (Note 8)	7,704	6,020	(4,341)	(93)	(4,434)	(7,597)
Amortization of capital assets	-	-	30,781	-	30,781	29,422
Loss on disposal of capital assets	-	-	140	-	140	375
	<u>(7,497)</u>	<u>(10,126)</u>	<u>10,919</u>	<u>(113)</u>	<u>10,806</u>	<u>16,047</u>
Capital Activities:						
Purchase of capital assets						
Buildings/construction	-	-	(5,961)	-	(5,961)	(4,521)
Equipment	-	-	(9,690)	-	(9,690)	(14,443)
Proceeds on disposal of capital assets						
Equipment	-	-	65	-	65	189
	<u>-</u>	<u>-</u>	<u>(15,586)</u>	<u>-</u>	<u>(15,586)</u>	<u>(18,775)</u>
Investing Activities:						
Net purchase of long-term investments	-	-	-	221	221	(383)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>221</u>	<u>221</u>	<u>(383)</u>
Financing Activities:						
Net purchase of debentures payable	-	-	96	-	96	30
Repayment of debt	-	-	(657)	-	(657)	(943)
	<u>-</u>	<u>-</u>	<u>(561)</u>	<u>-</u>	<u>(561)</u>	<u>(913)</u>
Net increase (decrease) in cash & short-term investments during the year	(7,497)	(10,126)	(5,228)	108	(5,120)	(4,024)
Cash & short-term investments, beginning of year	366	10,939	4,850	534	5,384	8,961
Interfund transfers (Note 15)	(369)	(447)	378	(9)	369	447
Cash & short-term investments, end of year (Schedule 2)	<u>\$ (7,500)</u>	<u>\$ 366</u>	<u>\$ -</u>	<u>\$ 633</u>	<u>\$ 633</u>	<u>\$ 5,384</u>

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

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

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 not-for-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 and published by the Chartered Professional Accountants of Canada (CPA). The RHA has adopted the standards for government not-for-profit organizations, set forth at PSA Handbook section PS 4200 to PS 4270.

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.	Mental Health Association / Regina Branch Inc.
757 Mohr's Holding Inc.	Phoenix Residential Society
Autism Resource Centre Inc.	Prairie Ambulances Care (1998) Ltd.
Cupar Lions Volunteer Ambulance Inc.	Rainbow Youth Centre Inc.
Extendicare (Canada) Inc.	Raymore Community Health & Social Centre
Hutch Ambulance Moosomin Inc.	Regina Recovery Homes Inc.
Imperial & District Ambulance Inc.	Soo Line Ambulance Association
J.T. Ambulance Service Inc.	Valley Ambulance Care Ltd.

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

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

- 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 an independent 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.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

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 revenues are recognized as revenue of the appropriate restricted fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

d) Cash and Cash Equivalents

Cash and cash equivalents consist of balances with financial institutions which have an initial term to maturity of 90 days or less.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
(in thousands of dollars)

e) 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	2.0% to 10.0%
Leasehold improvements	2.5% to 37.5%
Equipment	5.0% to 30.0%

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

f) 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.

g) Inventory

Inventory consists of general stores, pharmacy and linen. All inventories are recorded 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.

h) Employee Future Benefits

i) Pension plan:

Employees of the RHA participate in several multi-employer 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.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

ii) Disability income plan:

Employees of the RHA participate in several disability income plans to provide wage-loss insurance due to a disability. The RHA follows post-employment benefits accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

iii) 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.

i) 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 the Statement of Operations in the period in which they become known.

j) Financial Instruments

The RHA has classified its financial instruments into one of the following categories:

i) fair value, or ii) cost or amortized cost.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's length transaction between knowledgeable and willing parties under no compulsion to act. The following financial instruments are subsequently measured at cost or amortized cost:

- Accounts receivable
- Short-term and long-term investments
- Accounts payable and accrued liabilities, accrued salaries and vacation payable
- Long-term debt

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

The related debt premiums or discounts and transaction costs are included in the carrying value of financial instruments recorded at cost or amortized cost and are amortized into interest expense using the effective interest rate method.

As at March 31, 2016 (2015 – none), the RHA does not have any material outstanding contracts or financial instruments with embedded derivatives.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations.

k) 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, 2016			March 31, 2015
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 7,786	\$ –	\$ 7,786	\$ 7,786
Land & Leasehold Improvements	17,316	12,201	5,115	6,722
Buildings	475,918	259,658	216,260	227,866
Equipment	344,993	278,422	66,571	72,194
Construction in progress	6,046	–	6,046	2,546
	<u>\$ 852,059</u>	<u>\$ 550,281</u>	<u>\$ 301,778</u>	<u>\$ 317,114</u>

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

4) CONTRACTUAL OBLIGATIONS

a) Capital Asset Acquisitions

At March 31, 2016 commitments for acquisitions of capital assets were \$2,052 (2015 – \$2,613).

b) Operating Leases

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

2016-17	\$ 5,884
2017-18	5,329
2018-19	4,912
2019-20	4,431
2020-21	3,800
2021 and Subsequent	3,838

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. Services provided in the year ending March 31, 2016 will continue to be contracted for the following fiscal year. Note 10 b) provides supplementary information on health care organizations.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
(in thousands of dollars)

5) LONG-TERM DEBT AND MORTGAGES

	<u>Interest Rate</u>	<u>Repayment Terms</u>	<u>S.H.C. Subsidy</u>	<u>2016</u>	<u>2015</u>
Balcarres Integrated Care Centre					
CMHC Due April 2015	8.000%	\$17 principal & interest	\$ -	\$ -	\$ 1
Echo Lodge					
CMHC Due August 2022	1.710%	\$50 principal & interest	-	301	345
CMHC Due January 2018	5.875%	\$11 principal & interest	-	19	28
CMHC Due January 2023	7.500%	\$3 principal & interest	-	17	19
Golden Prairie Home					
CMHC Due January 2021	2.110%	\$55 principal & interest	1	253	303
CMHC Due May 2024	7.625%	\$19 principal & interest	-	114	124
Medical Office Building					
Bank of Montreal - demand loan	2.625%	\$373 principal & interest	-	-	55
Regina Pioneer Village					
CMHC Due January 2028	1.830%	\$125 principal & interest	176	1,325	1,420
CMHC Due March 2025	1.040%	\$133 principal & interest	176	1,141	1,251
CMHC Due December 2022	7.875%	\$134 principal & interest	-	700	776
CMHC Due December 2017	5.750%	\$103 principal & interest	-	171	262
Silver Heights Special Care Home					
CMHC Due December 2027	1.990%	\$40 principal & interest	46	417	448
Whitewood Community Health Centre					
CMHC Due November 2019	2.110%	\$92 principal & interest	1	323	407
				\$ 4,781	\$ 5,439
			Less: Current portion	637	643
				<u>\$ 4,144</u>	<u>\$ 4,796</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.

Interest paid on loans and mortgages during the year was \$170 (2015 – \$249).

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 \$43 (2015 – \$43).

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

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

2016-17	\$ 637
2017-18	631
2018-19	562
2019-20	548
2020-21	493
2021 and Subsequent	1,910

6) DEFERRED REVENUE – OPERATING FUND

	<u>Balance Beginning of Year</u>	<u>Less Amount Recognized</u>	<u>Add Amount Received</u>	<u>Balance End of Year</u>
Saskatchewan Health Initiatives				
Academic Health Sciences	\$ 695	\$ 2,331	\$ 1,903	\$ 267
Acute Stroke Pathway	22	22	–	–
Colonoscopy – Scheduling	140	10	–	130
Compensation Funding	3,015	3,015	–	–
Computer Aided Dispatch	–	20	40	20
COPD Nurse and Pathway	–	–	312	312
Distributive Education Community Facility Proposal	148	119	–	29
ED Waits and Patient Flow	249	1,598	1,600	251
Geriatric Program Development	–	–	150	150
Healthline	2,006	3,537	3,307	1,776
Healthline Pooled Referrals	3	237	246	12
HIV Strategy	102	102	–	–
Home First Quick Response	100	–	–	100
Home Hemodialysis – Set Up Costs	159	15	–	144
Hotspotting – Connecting to Care	455	434	267	288
HSAS RQHR Midwife Compensation	–	79	279	200
Infection Prevention & Control	182	53	–	129
LEAN Physician Engagement	52	–	–	52
Long Term Care Urgent Issues Action Fund	924	552	–	372
Lower Extremity Pathway	22	22	–	–
MHA - Healthline	415	461	500	454
MHC: Approved Home Operator Training	–	–	4	4
MHC: Implementation Team Role & Knowledge Exchange	–	49	69	20
Nursing Resource Team	148	–	–	148
Philippine Nurse Relocation	22	22	–	–
Primary Health Care Redesign	45	–	–	45
Provincial Tobacco Reduction Strategy	21	21	–	–

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

	<u>Balance Beginning of Year</u>	<u>Less Amount Recognized</u>	<u>Add Amount Received</u>	<u>Balance End of Year</u>
Saskatchewan Health Initiatives				
Provincial Tobacco Test Program	9	9	–	–
Recruitment & Retention	258	258	–	–
Re-design Framework of Primary Health Care	308	187	–	121
Resident Assessment Instrument	80	–	–	80
Safety Training Initiatives	203	203	–	–
Saskatchewan Surgical Initiatives	2,000	2,000	–	–
School of Dental Therapy	222	298	222	146
Senior Home Visits	123	265	245	103
SYD: Support Transition of Secure Care	–	7	50	43
Test Shopper Program	–	62	165	103
Touchwood Innovation	105	–	–	105
Total Saskatchewan Health Initiatives	<u>\$ 12,233</u>	<u>\$ 15,988</u>	<u>\$ 9,359</u>	<u>\$ 5,604</u>
	<u>Balance Beginning of Year</u>	<u>Less Amount Recognized</u>	<u>Add Amount Received</u>	<u>Balance End of Year</u>
Other Government of Saskatchewan Initiatives				
eHealth	\$ 131	\$ –	\$ –	\$ 131
Ministry of Education – Kids First	426	4,017	3,937	346
Ministry of Justice – Corrections and Policing	470	463	322	329
Saskatchewan Government Insurance – Acquired Brain Injury	207	797	595	5
Saskatchewan Government Insurance – Driver's Assessment	67	90	200	177
Saskatchewan Government Insurance – Sleep Apnea	–	200	400	200
Saskatchewan Health Research Foundation	–	25	48	23
Total Other Government of Saskatchewan Initiatives	<u>\$ 1,301</u>	<u>\$ 5,592</u>	<u>\$ 5,502</u>	<u>\$ 1,211</u>
	<u>Balance Beginning of Year</u>	<u>Less Amount Recognized</u>	<u>Add Amount Received</u>	<u>Balance End of Year</u>
Non-Government of Saskatchewan Initiatives				
Education Funds	\$ 54	\$ 54	\$ –	\$ –
Other	3,608	1,360	1,658	3,906
Research Grants	1,346	159	55	1,242
Total Non-Government of Saskatchewan Initiatives	<u>\$ 5,008</u>	<u>\$ 1,573</u>	<u>\$ 1,713</u>	<u>\$ 5,148</u>
Total Deferred Revenue	<u>\$ 18,542</u>	<u>\$ 23,153</u>	<u>\$ 16,574</u>	<u>\$ 11,963</u>

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

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:

- a) The original sum; or,
- b) 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

	Operating Fund		Restricted Funds			
	2016	2015	Capital	Community Trust	2016	2015
(Increase) Decrease in accounts receivable	\$ (1,284)	\$ 22,593	\$ (2,309)	\$ (93)	\$ (2,402)	\$ (7,987)
(Increase) Decrease in inventory	25	512	-	-	-	-
(Increase) Decrease in prepaid expenses	1,585	(3,403)	-	-	-	-
Increase (Decrease) in accounts payable	842	1,394	(2,032)	-	(2,032)	390
Increase (Decrease) in accrued salaries	8,249	(11,619)	-	-	-	-
Increase (Decrease) in vacation payable	4,433	1,938	-	-	-	-
Increase (Decrease) in deferred revenue	(6,579)	(5,550)	-	-	-	-
Increase (Decrease) in employee future benefits	433	155	-	-	-	-
	<u>\$ 7,704</u>	<u>\$ 6,020</u>	<u>\$ (4,341)</u>	<u>\$ (93)</u>	<u>\$ (4,434)</u>	<u>\$ (7,597)</u>

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, 2016 was \$323 (2015 – \$297). These amounts are not reflected in the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
(in thousands of dollars)

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>2016</u>	<u>2015</u>
Revenues		
Community Initiatives Fund	\$ 165	\$ 153
Cypress Regional Health Authority	515	999
Five Hills Regional Health Authority	1,228	196
Health Shared Services Saskatchewan	1,145	114
Ministry of Education	3,994	4,332
Ministry of Health	2,844	2,635
Ministry of Justice	311	296
Ministry of Social Services	39	14
Regina School Division No. 4	6	60
Saskatchewan Cancer Agency	1,999	1,846
Saskatchewan Government Insurance	4,090	3,910
Saskatchewan Housing Corporation	752	655
Saskatchewan Polytechnic	26	23
Saskatoon Regional Health Authority	85	13
Sun Country Regional Health Authority	284	213
Sunrise Regional Health Authority	590	538
Workers' Compensation Board	7,351	3,275
	<u>\$ 25,424</u>	<u>\$ 19,272</u>

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

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	<u>2016</u>	<u>2015</u>
Expenditures		
eHealth Saskatchewan	\$ 1,048	\$ 1,144
Health Shared Services Saskatchewan	27,795	27,090
Ministry of Central Services	118	103
Ministry of Finance	1,274	1,317
Saskatchewan Government Insurance	46	52
Saskatchewan Healthcare Employees' Pension Plan	37,505	36,592
Saskatchewan Polytechnic	91	79
Saskatchewan Power Corporation	6,913	6,778
Saskatchewan Telecommunications	4,679	2,581
Saskatchewan Transportation Company	30	17
Saskatoon Regional Health Authority	125	240
SaskEnergy Incorporated	1,928	2,565
Sunrise Regional Health Authority	29	57
Technical Safety Authority of Saskatchewan	47	41
Workers' Compensation Board	9,770	9,297
	<u>\$ 91,398</u>	<u>\$ 87,953</u>

	<u>2016</u>	<u>2015</u>
Accounts Receivable		
Cypress Regional Health Authority	\$ 60	\$ 143
Five Hills Regional Health Authority	104	47
Health Shared Services Saskatchewan	149	502
Ministry of Health	711	721
Saskatchewan Cancer Agency	997	621
Saskatchewan Government Insurance	29	785
Sun Country Regional Health Authority	59	34
Sunrise Regional Health Authority	61	54
Workers' Compensation Board	334	759
	<u>\$ 2,504</u>	<u>\$ 3,666</u>

	<u>2016</u>	<u>2015</u>
Prepaid Expenditures		
eHealth Saskatchewan	\$ 42	\$ 114
Health Shared Services Saskatchewan	66	66
Saskatchewan Telecommunications	335	463
Workers' Compensation Board	-	2,456
	<u>\$ 443</u>	<u>\$ 3,099</u>

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

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	<u>2016</u>	<u>2015</u>
Accounts Payable		
eHealth Saskatchewan	\$ 606	\$ 234
Health Shared Services Saskatchewan	5,879	4,838
Ministry of Finance	212	368
Saskatchewan Healthcare Employees' Pension Plan	5,082	4,974
Saskatchewan Power Corporation	485	510
Saskatchewan Telecommunications	170	129
SaskEnergy Incorporated	132	250
Workers' Compensation Board	2,507	-
	<u>\$ 15,073</u>	<u>\$ 11,303</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.

	<u>2016</u>	<u>2015</u>
615672 Saskatchewan Ltd.	\$ 552	\$ 497
757 Mohr's Holdings Inc.	18	18
Autism Resource Centre Inc.	747	742
Cupar Lions Volunteer Ambulance Inc.	322	302
Extendicare (Canada) Inc.	26,405	25,738
Hutch Ambulance Moosomin Inc.	632	575
Imperial & District Ambulance Inc.	150	148
J.T. Ambulance Service Inc.	493	461
Mental Health Association / Regina Branch Inc.	472	467
Phoenix Residential Society	1,558	1,543
Prairie Ambulance Care (1998) Ltd.	374	336
Rainbow Youth Centre Inc.	699	735
Raymore Community Health & Social Centre	75	74
Regina Recovery Homes Inc.	1,252	1,240
Soo Line Ambulance Association	285	264
Valley Ambulance Care Ltd.	541	489
	<u>\$ 34,575</u>	<u>\$ 33,629</u>

NOTES TO THE FINANCIAL STATEMENTS

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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:

	<u>2016</u>	<u>2015</u>
All Nations' Healing Hospital Inc.	\$ 5,291	\$ 5,303
Cupar & District Nursing Home Inc.	3,087	2,987
Lumsden & District Heritage Home Inc.	2,495	2,408
The Qu'Appelle Diocesan Housing Corporation	1,419	1,332
The Regina Lutheran Housing Corporation	4,881	4,695
The Salvation Army William Booth Special Care Home	8,372	8,120
Santa Maria Senior Citizens Home Inc.	<u>10,040</u>	<u>9,701</u>
	<u>\$ 35,585</u>	<u>\$ 34,546</u>

The Ministry of Health requires additional reporting in the following audited financial summaries of the affiliate entities for the years ending March 31, 2015 and 2014. Audited financial information from the affiliate entities is not yet available for the fiscal year ending March 31, 2016.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

	<u>2015</u>	<u>2014</u>
Statement of Financial Position		
Assets	\$ 9,244	\$ 9,133
Net capital assets	<u>20,018</u>	<u>20,089</u>
Total Assets	<u>\$ 29,262</u>	<u>\$ 29,222</u>
Total Liabilities	\$ 18,524	\$ 18,288
Total Net Assets (Fund Balances)	<u>10,738</u>	<u>10,934</u>
	<u>\$ 29,262</u>	<u>\$ 29,222</u>
Results of Operations		
RHA grant	\$ 36,174	\$ 34,604
Other revenue	<u>8,671</u>	<u>8,968</u>
Total Revenue	<u>44,845</u>	<u>43,572</u>
Salary & benefits	36,105	33,500
Other expenses*	<u>9,247</u>	<u>8,636</u>
Total Expenses	<u>45,352</u>	<u>42,136</u>
Excess (Deficiency) of revenue over expenses	<u>\$ (507)</u>	<u>\$ 1,436</u>
* Other Expenses includes amortization of \$1,477 (2014 – \$1,419)		
Statement of Cash Flow		
Cash from operations	\$ 382	\$ 1,898
Cash used in capital activities	(1,405)	(2,141)
Cash used in financing activities	1,096	591
Cash used in investing activities	<u>(104)</u>	<u>(134)</u>
Increase (Decrease) in Cash	<u>\$ (31)</u>	<u>\$ 214</u>

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

iii) Fundraising 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, 2015 it has net assets of \$20,974 (2014 – \$22,882). During the year, the Foundation provided funding of approximately \$7,736 (March 31, 2015 – \$7,572) 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.

	<u>Dec. 31, 2015</u>	<u>Dec. 31, 2014</u>
Statement of Financial Position		
Total Assets	\$ 25,870	\$ 25,571
Total Liabilities	\$4,896	\$2,689
Total Net Assets (Fund Balances)*	<u>20,974</u>	<u>22,882</u>
	<u>\$ 25,870</u>	<u>\$ 25,571</u>

* In accordance with donor-imposed restrictions \$6,393 (2014 – \$6,114) of the Foundation's net assets must be used to purchase specialized equipment for the RHA

Results of Operations

Total Revenue	\$ 8,289	\$ 9,859
Total Expenses*	<u>10,197</u>	<u>12,980</u>
Deficiency of revenue over expense	<u>\$ (1,908)</u>	<u>\$ (3,121)</u>

* Total expenses include contributions of \$8,342 (2014 – \$10,391) to the RHA and amortization of \$81 (2014 – \$116)

Statement of Cash Flow

Cash from operations	\$ 7,173	\$ 9,122
Cash used in capital activities	(48)	(143)
Cash used in financing activities	(8,342)	(10,391)
Cash used in investing activities	<u>1,500</u>	<u>-</u>
Increase (Decrease) in cash	<u>\$ 283</u>	<u>\$ (1,412)</u>

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
(in thousands of dollars)

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 Health Shared Services Saskatchewan (3sHealth) (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 Saskatchewan Association of Healthcare Organizations Board of Directors).
2. Regina Civic Employees' Superannuation and Benefit Plan (RCP) – This is a multi-employer defined benefit plan that is administered by a jointly trustee administrative board (equal employer and employee representatives). The plan was amended effective January 1, 2016. Employers agreed to amortize the unfunded liability over a twenty year period. In respect to the pre-amended deficit, the employer/employee contribution rates changed from an equal cost sharing to 60:40 contribution ratio. The sharing of future deficits shall be in accordance with the new funding policy.
3. Public Employees' Pension Plan (PEPP) (a related party) – This is a multi-employer defined contribution plan and is sponsored by the Government of Saskatchewan.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

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 equal to the RHA contributions amount below.

	2016				2015
	SHEPP ¹	PEPP	RCP	Total	Total
Number of active members	7,162	30	1,466	8,658	8,699
Member contribution rate*	8.10% - 10.70%	5.00% - 7.00%	7.80% - 13.10%		
RHA contribution rate*	9.07% - 11.98%	6.00% - 7.00%	8.80% - 14.60%		
Member contributions	\$ 33,486	\$ 214	\$ 9,088	\$ 42,788	\$ 42,345
RHA contributions	\$ 37,685	\$ 215	\$ 9,497	\$ 47,397	\$ 46,560

* Contribution rates are a percentage of salary and vary based on employee group

¹ Active members are employees of the RHA, including those on leave of absence as of March 31, 2016. Inactive members are not reported by the RHA. Their plans are transferred to SHEPP and managed directly by SHEPP.

Any actuarially determined deficiency in SHEPP is the responsibility of participating employers and employees in the ratio 1.12:1.

b) Disability Income Plans

Employees of the RHA participate in one of the following disability income plans, administered by 3sHealth:

1. CUPE established in 1975 – affiliated with the Canadian Union of Public Employees
2. General established in 1975
3. SEIU established in 1975 – affiliated with the Service Employees International Union
4. SUN established in 1982 – affiliated with the Saskatchewan Union of Nurses

NOTES TO THE FINANCIAL STATEMENTS

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(in thousands of dollars)

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

	2016					2015	
	CUPE	General	SEIU	SUN	Total	Total	
Number of active members	4,878	1,387	–	2,394	8,659	8,527	
Member contribution rate*	1.61%	0.60-0.65%	1.39%	0.76%			
RHA contribution rate*	1.61%	0.65-0.70%	1.39%	0.89%			
Member contribution	\$ 2,736	\$ 713	–	\$ 1,207	\$ 4,656	\$	5,165
RHA contribution	\$ 2,736	\$ 775	–	\$ 1,416	\$ 4,927	\$	5,474

* Contribution rates are a percentage of salary and vary based on employee group

c) 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, 2016. Key assumptions used as inputs into the actuarial calculation are as follows:

	2016	2015
Discount rate	2.40%	1.90%
Rate of inflation	0.00% to 1.00%	0.00% to 2.00%

	2016	2015
Accrued benefit obligation, beginning of year	\$ 25,334	\$ 25,178
Cost for the year		
Current period benefits cost	3,316	3,066
Employee benefit interest expense	528	737
Actuarial (gains) losses	227	99
Benefits paid during the year	(3,638)	(3,746)
Accrued benefit obligation, end of year	<u>\$ 25,767</u>	<u>\$ 25,334</u>

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
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12) BUDGET

The RHA Board approved the 2015-2016 budget plan on May 27, 2015.

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 nineteenth 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. Surplus distribution in 2016 was \$188 (2015 – \$102). 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 Board ensures that the RHA has identified its major risks and ensures that management monitors and controls them. The Board oversees the RHA's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
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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>2016</u>	<u>2015</u>
Cash and short-term investments	\$ 633	\$ 5,750
Accounts receivable		
Ministry of Health – General Revenue Fund	6,904	2,613
Other	16,656	17,261
Investments	<u>629</u>	<u>850</u>
	<u>\$ 24,822</u>	<u>\$ 26,474</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 investments 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.

NOTES TO THE FINANCIAL STATEMENTS

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(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 bearing interest at fixed rates. The RHA's mortgages payable outstanding as at March 31, 2016 and 2015 have fixed interest rates. See Note 14 g) for line of credit detail.

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, 2016, had the prevailing interest rates increased or decreased by 1%, 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 \$89 (2015 – \$162), approximately 7.52% of the fair value of investments (2015 – 13.36%).

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. To ensure the RHA has sufficient cash on hand, the RHA prepares annual capital and operating budgets and forecasts that are regularly monitored and updated as necessary. As at March 31, 2016, the RHA had current financial assets totaling \$34,245 and current financial liabilities totaling \$142,407, which represents a working capital deficit of \$108,162. It also had an unused line of credit in the amount of \$25,019. As at March 31, 2016, the RHA has complied with all restrictions placed on contributions received.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

As at March 31, 2016, the RHA is committed to the following operating and restricted financial liabilities, including principal and interest, based on the expected undiscounted cash flows from the reporting date to the contractual maturity date:

	<u>Carrying Amount</u>	<u>Due in less than 1 year</u>	<u>Due in 1 to 3 years</u>	<u>Due in 3 to 5 years</u>	<u>Due after 5 years</u>
Accounts payable and accrued liabilities	\$ 41,040	\$ 41,041	\$ -	\$ -	\$ -
Accrued salaries	25,182	25,182	-	-	-
Vacation payable	56,085	46,288	9,797	-	-
Deferred revenue	11,963	11,963	-	-	-
Long-term debt and mortgages	<u>4,781</u>	<u>637</u>	<u>631</u>	<u>562</u>	<u>2,951</u>
Total financial liabilities	<u>\$ 139,051</u>	<u>\$ 125,111</u>	<u>\$ 10,428</u>	<u>\$ 562</u>	<u>\$ 2,951</u>

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.
- The fair value of long-term debt and mortgages before the repayment required within one year, is \$4,512 (2015 – \$5,284) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(in thousands of dollars)

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 2016 or 2015.

There were no items transferred between levels in 2016 or 2015.

	2016			2015		
	Level 1	Level 2	Total	Level 1	Level 2	Total
Investments	\$ 1,188	\$ -	\$ 1,188	\$ 1,211	\$ -	\$ 1,211
Mortgages payable	\$ -	\$ 4,781	\$ 4,781	\$ -	\$ 5,439	\$ 5,439

g) Operating Line of Credit

The RHA has an unsecured line of credit limit of \$31,515 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75%. Total interest paid on the line of credit was \$173 (2015 – \$6).

NOTES TO THE FINANCIAL STATEMENTS

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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.

	2016			2015		
	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Building renovations	\$ 450	\$ (450)	\$ -	\$ 81	\$ (81)	\$ -
Capital asset purchases	(305)	314	(9)	-	62	(62)
Mortgage payments	(458)	458	-	(471)	471	-
Replacement reserves	(56)	56	-	(57)	57	-
	<u>\$ (369)</u>	<u>\$ 378</u>	<u>\$ (9)</u>	<u>\$ (447)</u>	<u>\$ 509</u>	<u>\$ (62)</u>

16) PAY FOR PERFORMANCE

As part of government-wide fiscal restraint measures, the pay for performance compensation plan has been suspended for the fiscal years 2014-15 to 2016-17. This compensation plan was introduced in April 2011 and allowed senior employees to be eligible to earn lump sum performance adjustments of up to 110% of their base salary. In prior years, senior employees were paid 90% of current base salary and lump sum performance adjustments related to the previous year. Due to the suspension of the pay for performance compensation plan, senior employees will receive 100% of their base salary for the fiscal years 2014-15 to 2016-17.

17) COLLECTIVE BARGAINING AGREEMENTS

The Saskatchewan Union of Nurses contract expired on March 31, 2014. At March 31, 2016 a tentative four year agreement had been signed and was ratified on April 20, 2016. The Health Sciences Association of Saskatchewan contract is in effect until March 31, 2018. The Canadian Union of Public Employees contract is in effect until March 31, 2017.

18) COMPARATIVE INFORMATION

Certain 2015 balances have been reclassified to conform to the current year's presentation. The reclassifications are not material to the financial statements.

Schedule of Expenses by Object

For the year ended March 31, 2016
(in thousands of dollars)

	<u>Budget 2016</u>	<u>Actual 2016</u>	<u>Actual 2015</u> (Note 18)
Operating			
Advertising & public relations	\$ 264	\$ 193	\$ 225
Board costs	176	76	106
Compensation – benefits	109,107	113,161	111,552
Compensation – employee future benefits	–	433	155
Compensation – salaries	541,740	573,144	551,026
Continuing education fees & materials	808	769	670
Contracted out services	20,644	22,349	19,338
Diagnostic imaging supplies	654	562	648
Dietary supplies	92	88	80
Drugs	15,575	14,598	14,349
Environmental remediation	–	–	75
Food	8,221	8,155	7,967
Grants to ambulance services	3,100	3,366	3,090
Grants to health care organizations & affiliates	65,976	66,794	65,085
Housekeeping & laundry supplies	3,307	3,415	3,266
Information technology contracts	6,133	6,124	5,834
Insurance	1,807	1,819	1,768
Interest	296	392	239
Laboratory supplies	6,488	6,335	6,194
Medical and surgical supplies	50,731	46,113	49,919
Medical remuneration & benefits	87,884	90,690	87,284
Meetings	338	267	295
Office supplies and other office costs	4,088	3,750	3,947
Other	7,547	6,718	7,610
Professional fees	11,545	13,555	13,726
Prosthetics	19,684	20,259	22,427
Purchased salaries	375	1,134	1,342
Rent / lease / purchase costs	13,043	14,678	14,820
Repairs and maintenance	14,642	15,100	14,424
Supplies – other	3,111	3,796	3,626
Therapeutic supplies	1,150	928	992
Travel	4,999	4,520	4,724
Utilities	12,235	11,410	11,860
	<u>\$ 1,015,760</u>	<u>\$ 1,054,691</u>	<u>\$ 1,028,663</u>
Restricted			
Amortization		\$ 30,781	\$ 29,422
Loss on disposal of capital assets		140	375
Mortgage interest expense		170	242
Other		2,275	1,438
		<u>\$ 33,366</u>	<u>\$ 31,477</u>

Schedule of Investments

As at March 31, 2016
(in thousands of dollars)

	<u>Amount</u>	<u>Maturity</u>	<u>Effective Rate</u>
Restricted Funds Investments			
Cash and short-term investments			
Chequing and savings			
CIBC Wood Gundy cash account	\$ 1		
Renaissance High Interest Savings	73		
	<u>\$ 74</u>		
Investments			
Home Trust Company	\$ 55	4-Apr-16	2.10%
Home Trust Company	66	23-Jun-16	2.10%
National Trust Company	98	23-Jun-16	1.95%
Home Trust Company	20	18-Jul-16	2.10%
Home Trust Company	10	15-Sep-16	2.05%
Home Trust Company	41	3-Oct-16	2.31%
Manulife Trust Company	125	3-Oct-16	2.26%
Home Trust Company	48	27-Mar-17	1.77%
Home Trust Company	96	30-Mar-17	1.47%
	<u>\$ 559</u>		
Total Cash and short-term investments	<u>\$ 633</u>		
Long-Term Investments			
Home Trust Company	\$ 122	23-Jun-17	2.20%
Laurentian Bank of Canada	99	23-Jun-17	2.15%
Equitable Bank	20	17-Jul-17	2.25%
Homequity Bank	48	26-Mar-18	1.88%
Equitable Bank	46	2-Apr-18	1.70%
Laurentian Bank of Canada	96	2-Apr-18	1.70%
President's Choice Bank	98	25-Jun-18	2.56%
Home Trust Company	43	23-Jul-18	1.80%
B2B Bank	57	1-Apr-19	1.81%
	<u>\$ 629</u>		
Total Long-term investments	<u>\$ 629</u>		
Total Restricted Funds Investments	<u>\$ 1,262</u>		

Restricted Investments consist of Community generated funds transferred to the RHA and held in the Community Trust Funds (Schedule 3) and Replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation held in the Capital Fund (Schedule 4)

Schedule of Externally Restricted Funds

For the year ended March 31, 2016
(in thousands of dollars)

	Balance Beginning of Year	Investment & Other Revenue	Donations, Grants, & Transfers	Expenses	Transfer to Investment in Capital Asset	Balance End of Year
Community Trust Fund						
Broadview Centennial Lodge	\$ 21	\$ –	\$ 9	\$ 8	\$ –	\$ 22
Broadview Union Hospital	77	–	7	2	–	82
Eastern Saskatchewan Pioneer Lodge	18	–	–	–	–	18
Golden Prairie Home	209	5	1	39	–	176
Grenfell Area	447	9	13	16	–	453
Indian Head Union Hospital	26	–	12	4	–	34
Lakeside Home	11	–	1	8	–	4
Montmartre Health Centre	56	1	–	4	–	53
Moosomin Union Hospital	131	3	1	–	–	135
St. Joseph's Integrated Care Centre	99	–	–	7	9	83
Whitewood Community Health Centre	68	–	16	18	–	66
Wolseley Memorial Hospital	374	6	2	–	–	382
Total Community Trust Fund	\$ 1,537	\$ 24	\$ 62	\$ 106	\$ 9	\$ 1,508
Capital Fund						
Saskatchewan Health Initiatives						
Capital construction	\$ 12,743	\$ –	\$ 6,995	\$ 1,718	\$ 5,555	\$ 12,465
Capital equipment	2,894	8	2,914	396	1,912	3,508
Capital – to be funded from future surplus	(8,023)	–	55	146	(191)	(7,923)
Emergency Medical Services	(76)	–	273	–	178	19
Information Technology	1,738	–	1,044	–	1,051	1,731
Infrastructure block	1,814	–	–	18	468	1,328
Medical Imaging – RIS/PAC	615	–	–	–	579	36
Mortgage funding	–	–	506	506	–	–
Total Saskatchewan Health Initiatives	11,705	8	11,787	2,784	9,552	11,164
Other Government of Saskatchewan Initiatives						
Saskatchewan Government Insurance	93	–	25	–	12	106
Saskatchewan Housing Corporation	–	–	268	268	–	–
Total Other Government Initiatives	93	–	293	268	12	106
Non-Government of Saskatchewan Initiatives						
Balcarres Integrated Care Centre	34	4	2	7	8	25
Echo Lodge Special Care Home	62	–	16	4	6	68
Hospitals of Regina Foundation	9	–	5,210	(40)	5,259	–
Rural Home Care Services	3	–	–	–	–	3
Silver Heights Special Care Home	25	2	14	18	–	23
St. Joseph's Integrated Care Centre	7	–	–	–	–	7
Other	–	271	–	–	271	–
Total Non-Government of Saskatchewan Initiatives	140	277	5,242	(11)	5,544	126
Total Capital Fund	\$ 11,938	\$ 285	\$ 17,322	\$ 3,041	\$ 15,108	\$ 11,396
Total Externally Restricted Funds	\$ 13,475	\$ 309	\$ 17,384	\$ 3,147	\$ 15,117	\$ 12,904

Schedule of Internally Restricted Fund Balances

For the year ended March 31, 2016
(in thousands of dollars)

	<u>Balance Beginning of Year</u>	<u>Investment Income Allocation</u>	<u>Allocation from Unrestricted</u>	<u>Transfer to Unrestricted (expenses)</u>	<u>Transfer to Investment in Capital</u>	<u>Balance End of Year</u>
CAPITAL						
Replacement Reserves						
Balcarres Integrated Care Centre	\$ 108	\$ -	\$ -	\$ -	\$ -	\$ 108
Echo Lodge Special Care Home	328	-	-	-	-	328
Golden Prairie Home	116	-	-	-	-	116
Silver Heights Special Care Home	77	-	8	-	8	77
Whitewood Community Health Centre	73	-	8	-	15	66
Regina Village Rentals	<u>310</u>	<u>3</u>	<u>75</u>	<u>38</u>	<u>-</u>	<u>350</u>
Total Replacement Reserves	\$ 1,012	\$ 3	\$ 91	\$ 38	\$ 23	\$ 1,045
OPERATING						
Information Technology	\$ 316	\$ -	\$ -	\$ -	\$ 305	\$ 11
Capital equipment	<u>(1,214)</u>	<u>-</u>	<u>450</u>	<u>-</u>	<u>-</u>	<u>(764)</u>
Total Operating	\$ (898)	\$ -	\$ 450	\$ -	\$ 305	\$ (753)
Total Internally Restricted Funds	<u>\$ 114</u>	<u>\$ 3</u>	<u>\$ 541</u>	<u>\$ 38</u>	<u>\$ 328</u>	<u>\$ 292</u>

Schedules of Board Remuneration

For the year ended March 31, 2016

	<u>Retainer</u>	<u>Per Diem</u>	<u>Travel Time Expenses</u>	<u>Travel and Sustenance Expenses</u>	<u>Other Expenses</u>	<u>Canada Pension Plan</u>	<u>2016 Total</u>	<u>2015 Total</u>
Carter, D. Chairperson	\$ 9,130	\$ 13,556	\$ 506	\$ 566	\$ 1,002	\$ -	\$ 24,760	\$ -
Barber, B. Vice-Chairperson	830	3,600	894	1,253	602	93	7,272	8,072
Davis, J.	-	2,700	138	29	-	-	2,867	4,681
Gurnsey, D.	-	1,075	75	116	700	-	1,966	-
Gwilliam, L.	-	3,125	1,575	2,300	852	77	7,929	-
Jijian, L.	-	1,563	175	137	-	-	1,875	8,665
Lang, J.	-	2,450	75	106	77	11	2,719	8,096
Miskiman, L.	-	3,875	1,500	2,801	215	107	8,498	7,876
Quinlan, S.	-	6,450	275	594	219	-	7,538	8,283
Ring, G.	-	575	-	-	-	-	575	-
VanDerVelden, L.	-	2,025	-	218	700	8	2,951	-
Woidyla, P.	-	4,738	1,450	1,901	571	123	8,783	6,814
Boutilier, L. former Chairperson	-	-	-	-	-	-	-	24,035
Bryant, C. former Member	-	700	63	77	45	9	894	10,614
Carter, J. former Member	-	-	-	-	-	-	-	6,198
Semenchuck, G. former Member	-	1,450	75	193	68	-	1,786	9,979
	<u>\$ 9,960</u>	<u>\$ 47,882</u>	<u>\$ 6,801</u>	<u>\$ 10,291</u>	<u>\$ 5,051</u>	<u>\$ 428</u>	<u>\$ 80,413</u>	<u>\$ 103,313</u>

Schedule of Senior Management Salaries, Benefits, Allowances and Severance

For the year ended March 31, 2016

	2016					2015			
	Salaries ¹	Vacation Payout ¹	Benefits and Allowances ²	Sub-total	Severance Amount	Total	Salaries, Benefits and Allowances ^{1,2}	Severance	Total
Keith Dewar, President & Chief Executive Officer	\$ 400,365	\$ -	\$ 7,987	\$ 408,352	\$ -	\$ 408,352	\$ 434,568	\$ -	\$ 434,568
Dawn Calder, Acting Vice President, Integrated Health Services	183,275	-	50	183,325	-	183,325	-	-	-
Karen Earnshaw, Vice President, Integrated Health Services	245,625	-	650	246,275	-	246,275	266,068	-	266,068
Sharon Garratt, Vice President, Integrated Health Services	190,700	-	7,260	197,960	-	197,960	40,721	-	40,721
Mike Higgins, Vice President, Human Resources & Communications	245,625	-	6,168	251,793	-	251,793	287,953	-	287,953
Carol Klassen, Vice President, Knowledge and Technology Services	249,022	-	6,060	255,082	-	255,082	273,746	-	273,746
David McCutcheon, Vice President, Physician and Integrated Health Services	316,865	-	7,756	324,621	-	324,621	322,107	-	322,107
Susan Neville, Vice President, Integrated Health Services	100,313	-	2,540	102,853	-	102,853	286,581	-	286,581
Robbie Peters, Vice President & Chief Financial Officer	269,968	-	8,229	278,197	-	278,197	267,429	-	267,429
Michael Redenbach, Vice President, Integrated Health Services	245,625	-	6,739	252,364	-	252,364	288,904	-	288,904
Marlene Smadu, Vice President, Quality & Transformation	245,546	-	6,815	252,361	-	252,361	285,950	-	285,950
Sandra Euteneier, former Acting VP, Integrated Health Services	-	-	-	-	-	-	40,604	-	40,604
Valerie Hunko, former VP, Integrated Health Services	-	-	450	450	-	450	258,504	-	258,504
	<u>\$ 2,692,929</u>	<u>\$ -</u>	<u>\$ 60,704</u>	<u>\$ 2,753,633</u>	<u>\$ -</u>	<u>\$ 2,753,633</u>	<u>\$ 3,053,135</u>	<u>\$ -</u>	<u>\$ 3,053,135</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.

The Pay for Performance compensation plan has been suspended for the fiscal years 2014-15 to 2016-17. Senior employees will receive 100% of their base salary for the fiscal years 2014-15 to 2016-17. 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 taxable: 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.

APPENDIX A: PATIENT ADVOCATE SERVICES

In a culture of patient and family-centred care, patients, families, clients and residents are encouraged to participate and collaborate in their care with a goal of resolving concerns at the point of care.

What to do if you have a concern

Resolving concerns at the point of care is the most effective way to reach a positive outcome. If you have questions or concerns about the care or service provided to you or a family member, you should:

- Speak first with the staff and doctors involved in your care.
- If you still have questions or you are not comfortable speaking directly to those involved in your care, speak with the Unit Manager.
- If you require further assistance, ask to speak with a Patient Advocate.

How a Patient Advocate can help you

Patient Advocates are available to assist you with concerns if you are unable to get the answers you are looking for. They can:

- Inform you of your rights, options and responsibilities.
- Ensure your concerns are reviewed and coordinate a regional response.
- Recommend changes to improve the quality of health services provided in the RQHR.
- Help you navigate through more than one service area and connect you with the people or information you need.

In 2015-16, the number of concerns registered with Patient Advocate Services was 2,211. The average time to resolve concerns was 23.9 days and the average time to resolve all non-complex concerns was 5.4 days.

The Region continues to promote Patient Advocate Services through brochures available at registration/admission desks, in all clinical/program areas and on the Internet at www.rqhealth.ca.

To contact Patient Advocate Services, call 1-866-411-7272 outside of Regina and 306-766-3232 for Regina residents. You can also contact them via email at patientadvocate@rqhealth.ca

APPENDIX B: LIST OF FACILITIES

REGINA				
Site	Location	Gross Sq. Ft.	Lease/Own	
Addiction Treatment Centre	1640 Victoria Avenue	18,348	Own	
Al Ritchie Health Action Centre	325 Victoria Avenue	2,080	Lease	
Alcohol & Drug Services, I.T., Mental Health-Adult, Public Health	2110 Hamilton Street	60,888	Lease	
Autism Centre	2166 Broad Street	4,112	Lease	
Child & Youth / Kinship Centre	1680 Albert Street	26,465	Lease	
Drug Treatment Court	2024 Albert Street	5,650	Lease	
Eagle Moon Health Office	400 Broad Street	2,820	Lease	
Emergency Medical Services – Central Operations	1350 Albert Street	47,465	Own	
Emergency Medical Services – Geopost	3705 Hill Avenue	5,400	Own	
Emergency Medical Services – Geopost	5730 Rochdale Boulevard	1,679	Own	
Emergency Medical Services – Geopost	2435 Park St.	970	Lease	
Family Medicine Unit / Pre-Admission Surgical Assessment Centre	1621 Albert Street	26,698	Lease	
Four Directions Community Health Centre	3510 – 5th Avenue	7,144	Lease	
Harm Reduction Program	1048 Albert Street	1,962	Lease	
Health Promotion (Health Promotion, Dental Health, Active Living, Nutrition, Midwifery), Population and Public Health Services	1080 Winnipeg Street	4,263	Lease	
HealthLine, EMS Communication Centre, BedLine, Central Scheduling	2755 Avonhurst Drive	17,436	Lease	
Hearing Aid Plan	1920 Broad Street	5,185	Lease	
Home Care / SWADD / HR / LR	4211 Albert Street	33,796	Lease	
Home Care Treatment Centre	1311-B Broadway Avenue	3,125	Lease	
Kidney Health Centre	235 Albert St. North	10,035	Lease	
Meadows Primary Health Centre	4006 Dewdney Avenue	6,408	Lease	
Pasqua Hospital	4101 Dewdney Avenue	647,680	Own	
Primary Health Care, Aboriginal Health / Home Care	1052 / 1056 Albert Street	4,092	Lease	
Public Health – East Office	1911 Park Street	5,570	Lease	
Public Health – North Office	204 Wascana Street	7,246	Own	
Regina General Hospital	1440 – 14th Avenue	1,133,945	Own	
Regina Pioneer Village, Pioneer Manor, Regina Village	430 Pioneer Dr., Regina	468,514	Own	
RQHR Admin. Offices	2180 Victoria Avenue E.	5,901	Lease	
Support Services Facility	1001 Montreal Street	44,300	Own	
Wascana Rehabilitation Centre	2180 – 23rd Avenue	593,372	Own	
Total Gross Sq. Ft., Regina Facilities		3,202,549		

APPENDIX B: LIST OF FACILITIES

RURAL				
Site	Location	Gross Sq. Ft.	Lease/Own	
Balcarres Integrated Care Centre	100 South Elgin St., Balcarres	27,940	Own	
Broadview Centennial Lodge	310 Calgary St., Broadview	18,998	Own	
Broadview Home Care Office	606 Main St., Broadview	1,259	Own	
Broadview Union Hospital	901 Nina St., Broadview	19,181	Own	
Echo Lodge	560 Broadway St., Fort Qu'Appelle	21,128	Own	
Fort Qu'Appelle Primary Health Care Centre	178 Boundary Ave.N., Fort Qu'Appelle	8,400	Own	
Golden Prairie Home	916 Eden St., Indian Head	23,272	Own	
Grenfell Health Centre	721 Stella St., Grenfell	11,902	Own	
Grenfell Housing Units (4 duplexes)	713 Regina Avenue, Grenfell	3,627	Own	
Grenfell Regional Office	802 Wolseley Ave., Grenfell	3,150	Own	
Indian Head Union Hospital	300 Hospital St., Indian Head	20,775	Own	
Lakeside Nursing Home	701 Ouimet St., Wolseley	55,025	Own	
Long Lake Valley Integrated Facility	125 Prince St., Imperial	20,325	Own	
Montmartre Health Centre	237 – 2nd Ave. E., Montmartre	20,032	Own	
Grenfell and District Pioneer Home	710 Regina Ave., Grenfell	17,997	Own	
Silver Heights Special Care Home	402 McLean St., Raymore	28,000	Own	
Southeast Integrated Care Centre – Moosomin	601 Wright Road, Moosomin	95,769	Own	
Southey Health Action Centre	280 Burns Ave., Southey	200	Lease	
St. Joseph's Integrated Care Centre	508 Westmoor St., Lestock	14,338	Own	
vacant	108 Donald Rd., Cupar	13,608	Own	
Whitewood Community Health Centre	921 Gambetta St., Whitewood	16,856	Own	
Wolseley Memorial Integrated Care Centre	801 Ouimet St., Wolseley	13,616	Own	
Total Gross Sq. Ft., Rural Facilities		455,398		

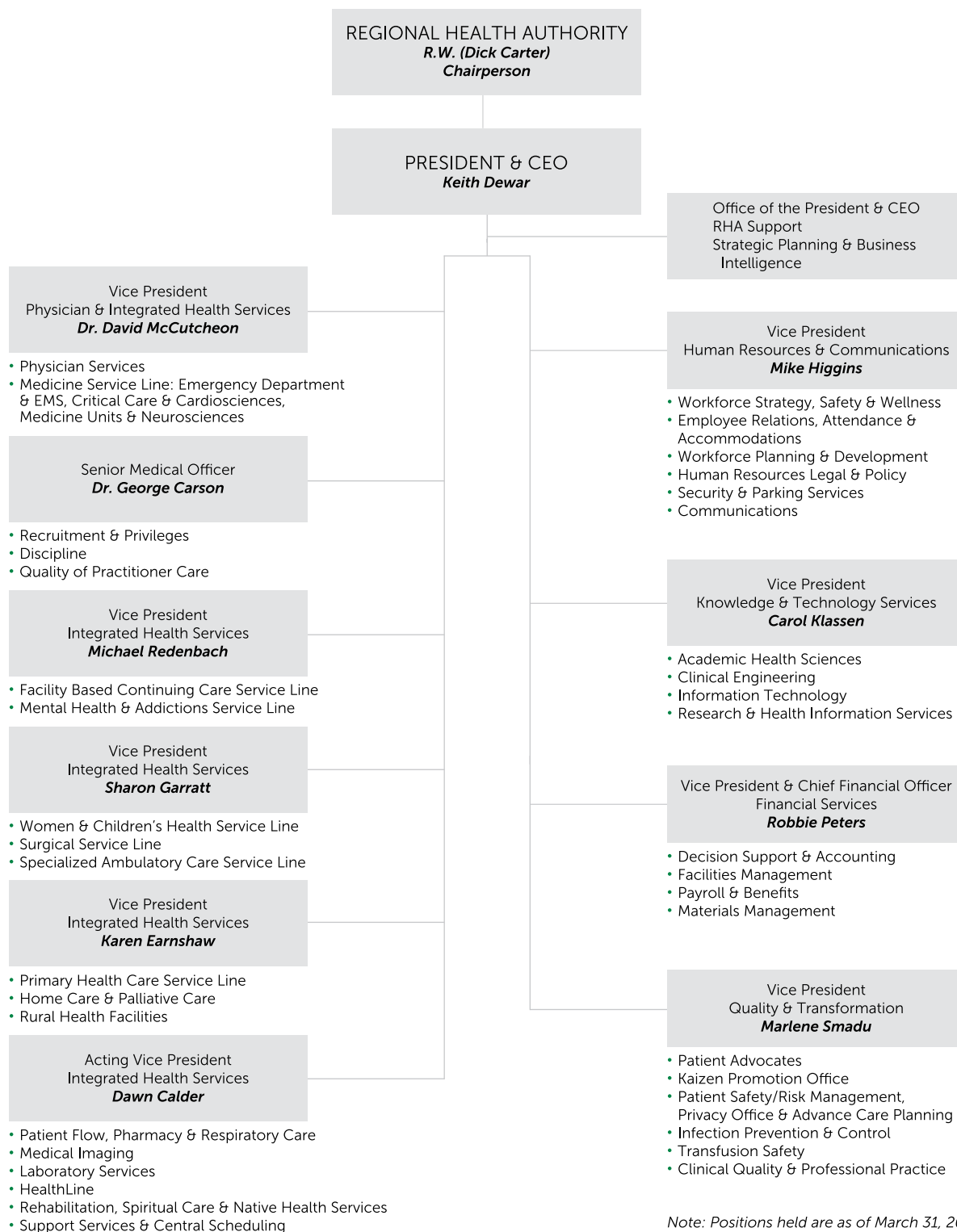
APPENDIX B: LIST OF FACILITIES

AFFILIATES

Site	Location	Gross Sq. Ft.
All Nations Healing Hospital	450 – 8th St. W., Fort Qu'Appelle	56,901
Cupar & District Nursing Home; and Primary Health Care Clinic	213 Mills St., Cupar	39,166
Extendicare Elmview	4125 Rae St., Regina	18,500
Extendicare Parkside	4540 Rae St., Regina	51,977
Extendicare Sunset	260 Sunset Dr., Regina	40,000
Lumsden & District Heritage Home	10 Aspen Bay, Lumsden	20,000
Qu'Appelle House	1425 College Ave., Regina	28,265
Raymore Community Health & Social Centre	806 – 2nd Ave., Raymore	1,680
Regina Lutheran Home	1925 – 5th Ave. N., Regina	60,452
Santa Maria Senior Citizens Home	4215 Regina Ave., Regina	107,185
William Booth Special Care Home	50 Angus Rd., Regina	46,632
	Total Gross Sq. Ft., Affiliates	470,758
Total Gross Sq. Ft., RQHR (excluding Affiliated Facilities)		3,657,947

APPENDIX C: ORGANIZATIONAL STRUCTURE

Regina Qu'Appelle Health Region Organizational Structure



Note: Positions held are as of March 31, 2016.

APPENDIX D: 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. that total \$50,000 or more

Name	Amount	Name	Amount	Name	Amount
Abadilla, Alfredino	53,026	Ahlquist, Angela	89,858	Anderson, Kendall	86,213
Abadilla, Elvie	97,737	Ahmadi, Milagros	139,190	Anderson, M. Sheila	171,276
Abalos, Jojo	94,334	Ahmed, Sohail	79,185	Anderson, Pamela	92,380
Abbas, Zahid	52,516	Aikman, Monica	73,977	Anderson, Sabrina	95,260
Abbasi, Ahmed	56,277	Airir, Abdellah	91,852	Anderson, Sandra	66,264
Abelar, Ivy	58,280	Akan, Joseph	96,146	Anderson, Sandra	70,684
Abell Thome, Cathie	91,316	Aker, Mitchell	70,575	Anderson, Sharon	96,372
Abello, Sandra	102,918	Alarcon, Irene	110,193	Anderson, Shawn	90,207
Abenir, Maria Cielo	141,944	Albanez, Jesse	81,850	Anderson, Shelby	60,504
Abera, Elsabet	114,001	Albers, Lori	112,664	Anderson, Shelly	147,850
Abii Ndoh, Edith	135,637	Albert, Kevin	78,441	Anderson, Tamara	86,124
Abrams, Murray	66,939	Albert, Lori	74,520	Anderson, Thomas	81,459
Abrenilla, Maribel	139,225	Albus, Caitlin	66,524	Andes, Felina	139,842
Abrey, Karen	99,284	Alejandria, Hennessy	105,528	Andres, Jean	61,007
Abrook, Elaine	99,078	Alejandria, Lou Anne	69,465	Andrews, Lillian	83,079
Abuan, Ruby Grace	93,130	Alexson, Delphine	76,260	Andrews, Miesha	98,339
Abudu-Adam, Eunice	135,289	Alfano, Beverly	137,437	Andrews, Murray	53,787
Achoyo, Agnes	57,115	Alfonso, Brenda	126,643	Angeles, Larrissa	109,235
Achtemichuk, Myrna	78,374	Ali, Chinagorom	112,949	Angeles, Ronald	604,574
Ackerman, Melinda	88,955	Ali, Meimuna	85,458	Angelinas, Anna	66,772
Ackles, Leah	82,513	Alie, Wendy	79,251	Antal, Jeanette	52,312
Ackles, Sharon	52,156	Allen, Brent	67,479	Antochow, Terri-Lyn	52,907
Adamiak, Bonnie	77,561	Allen, Claire	53,134	Antoine, Lani	88,600
Adamko, Brenda	93,484	Allen, Dianne	91,313	Antonio, Angela	55,495
Adams, Bill	108,389	Allen, Marla	76,752	Anweiler, Colby	55,932
Adams, Folashade	75,559	Almas, Laura	79,347	Appel, Jamie	96,880
Adams, Godwin	50,407	Almassy, Nicole	82,692	Apperley, Barry	106,032
Adams, Jody	97,987	Alolong, Arlene	65,758	Apperley, Jessica	117,355
Adams, Michael	84,809	Alonzo, Ma Emelinda	56,193	Appleby, Becky	64,366
Adamson, Susanne	50,760	Alport, Lois	107,774	Appleby, Carmen	76,079
Adcock, Stanley	54,749	Alspach, Rebecca	52,465	Appleby, Jacquelyn	87,876
Addison, Amy	69,797	Alston, Candace	77,284	Appleby, Shannon	70,143
Adebogun, Olatundun	54,919	Altwasser, Tara	68,772	Arabi, Farzaneh	72,851
Adelman, Olivia	91,878	Alviola, Maria Zeena	87,182	Aragon, Sheena Jude	67,065
Adem, Finte	91,025	Amissih, Marie	56,897	Arao, Aurora	72,944
Adeyoju, Motunrayo	126,856	Amon, Bree	115,344	Arasu, Emmanuel	62,360
Adkins, Steve	98,215	Amyotte, Bernadett	81,976	Aravindanathan, Gowthaman	77,925
Adolfo, Stephanie	93,309	Amyotte, Elma	53,618	Arbuthnot, Blair	73,557
Adorna, Joanne	106,922	Amyotte, Stacey	67,092	Arcena, Jeffrey	69,518
Aebig, Jovita	58,416	Amyotte, Trisha	70,252	Arches, Mary Ann	158,608
Aftab, Rubina	84,830	Anacio, Carlo	111,719	Arevalo, Esmeralda	62,019
Agar, Mallery	77,718	Anaquod, Robyn	74,747	Argue, Jocelyn	84,827
Agbulos, Maria Katharine	80,169	Anastasakis, Alisa	53,862	Arklie, Chris	84,360
Agopsowicz, Darren	88,410	Anderson, Amanda	73,451	Armbruster, Robert	63,653
Aguilar, Rhodora	56,158	Anderson, Barbara	85,042	Armstrong, Craig	98,105
Agullana, Melanie	135,954	Anderson, Carolyn	102,699	Armstrong, Shawn	116,134
Agustin, Maria Soledad	74,153	Anderson, Darrell	100,177	Arndt, Rachel	84,122
Agustin, Rizalyn	98,211	Anderson, Kari	92,370	Arnold, Arleene	68,263

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Arnott, Dena	74,415	Baht, Ashley	89,453	Barry, Chelsea	54,397
Arrojado, Desiree	88,830	Bailey, Kylee	52,700	Barschel, Gwen	50,444
Arscott, Susan	86,737	Bailey, Nancy	58,734	Barth, Carol	87,417
Arsenault, Megan	77,833	Bailey, Pamela	87,442	Bartley, Chrystal	59,084
Arvidson, Karl	102,584	Baily, Karen	95,340	Bartnik, Jacy	51,820
Asamoah Bediako, Matilda	84,923	Baitiong, Liwliwa	92,778	Bartok, Nickolas	50,205
Asante, Anne	76,392	Baiton, Susan	93,275	Bartok, Rita	52,602
Asante, Ethelda	84,810	Bajo, Arnulfo	127,438	Bartolf, Lisa	94,889
Asemrie, Eyeruslem	52,681	Bajo, Ysmael	78,850	Bartoszewski, Samantha	91,669
Ash, Danielle	104,204	Bak, Darlene	61,951	Bartsch, Candace	92,666
Ash, Jamie	129,535	Baker, Jamie	54,739	Baseden, Jessica	75,964
Ash, John	149,457	Bakke, Harmony	85,368	Baseden, Margaret	86,732
Ashman, Juliet	102,723	Bakken, Ashley	96,832	Bashir, Saba	57,649
Askin, Susan	86,617	Bakker, Cynthia	59,512	Basler, Alex	91,099
Aspra, Raelyn	81,859	Balaberda, Danielle	71,214	Bassendowski, Heather	101,648
Assman, Lori	167,354	Balak, Janet	108,396	Bast, Brianna	89,619
Ast, Belinda	58,324	Balas, Chalynn	71,974	Bast, Darlene	92,821
Ast, Marie	110,267	Balch, Laurie	84,874	Bast, James	108,229
Astrope, Carmen	57,458	Baldos, April Aza	72,244	Bast, Lisa	78,571
Astrope, Linda	57,659	Baldos, Evelyn	132,824	Basuel, Anna Liza	75,767
Athwal, Jaswinder	95,756	Bales, Kelsey	67,577	Basuel, Neil Erwin	92,064
Aubichon, Yvonne	53,132	Balfour, Don	57,372	Batan, Jeronimo	57,289
Autet, Darrin	53,782	Balius, Ken	107,704	Batan, Virgilito	53,506
Awula, Lydia	108,047	Balkwill, Kimberly	53,680	Bateman, Dorothy	98,369
Ayers, Donna	51,173	Ball, Lisa	75,844	Bateman, Enid	122,794
Ayran, Maria	83,147	Ball, Ronald	111,913	Bater, Charolette	87,799
Azcueta, Jed Joseph	124,760	Ballagh, Brenda	91,950	Bates, Dayna	51,906
Baade, Alyssa	69,797	Ballan, Candice	51,442	Batiuk, Tayne	115,246
Baars, Jodi	72,553	Balut, Mokiin	89,244	Batty, Christelle	113,918
Babcock, Kelly	153,393	Balycky, Annette	82,641	Bauck, Sarah	92,149
Babcock, Tina	54,838	Balzer, Lorilee	57,263	Bauer, Casey Lee	62,626
Baber, Alexander	90,538	Bamhour, Heather	117,101	Baumgartner, Kathleen	92,838
Baber, Carla	57,648	Banadyga, Lorraine	57,020	Bautista Hunter, Nova	53,039
Babichuk, Taylor	55,029	Bananish, Danielle	54,866	Bay, Rachel	105,870
Babista, Carlos	66,863	Banbury, Josee	50,451	Bayfield Ash, Nicola	145,936
Babuik, Richard	62,717	Bancescu, Shelda	88,899	Beach, Deborah	52,586
Bachelu, Brett	116,506	Banfield, Joy	117,252	Beallie, Janice	58,305
Bachelu, Darren	64,271	Banilevic, Stefanie	85,442	Bean, Jennifer	98,074
Bachiu, Carol	103,662	Bank, Britney	71,095	Bear, Colleen	59,357
Bachorick, Beverly	86,734	Bank, Karen	82,297	Bear, Shelby	69,135
Bachtold, Lyndsie	60,087	Bankam, Priscilla	50,451	Bearss, Leslie	90,366
Bachynski, Nicole	77,438	Banks, Muriel	72,705	Beaton, Chelsea	82,019
Backlin, Dale	79,548	Bannouvong, Toulakone	83,855	Beatty, Sheri	95,298
Bacsu, Amanda	74,652	Bansie, Suzanne	59,905	Beauchesne, Elaine	89,322
Badgley, Catherine	100,248	Barabash, Yvonne	84,824	Beaudin, Sarah	51,968
Badhan, Kulvinder	56,465	Barahona, Roberto	52,200	Beaudry, Tammy	69,357
Badilla, Iris Jade	89,276	Baran, Vivian	121,683	Beaurivage, Barbara	125,480
Baecker, Nina	57,356	Bardal, Terry	104,208	Beaurivage, Candice	75,836
Baer, Bonnie	173,430	Barnard, Phyllis	87,156	Beaurivage, Ginger	76,709
Baer, Stephanie	95,918	Baron, Michael	101,360	Beck, Leslie	58,066
Baer, Susan	122,062	Barr, Kristen	51,861	Becker, Gail	95,724
Baergen, Cynthia	59,030	Barre, Jessica	73,649	Beckett, Susan	66,419
Bagan, Jessica	88,408	Barrett, Tami	78,704	Bedard, Lynann	79,384
Baginda, Chiarra	55,657	Barrett, Vanessa	87,227	Beer, Donna	53,514
Bagnell, Jennifer	71,088	Barrientos, Rosalita	57,868	Begg, Elizabeth	87,801

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Beggs La Riviere, Gail	98,080	Bernath, Ashley	77,899	Bobetsis, Gus	93,049
Beggs, Ryan	103,812	Bernhardt, Geraldine	94,019	Bobetsis, Logan	108,265
Behr, Glen	93,733	Beronilla, Nora	58,053	Bobetsis, Spero	75,920
Behrns, Liana	83,159	Beros, Carla	81,634	Bobetsis, Stephanie	81,699
Beier, Shauna	75,859	Berry, Raissa	65,232	Bodani, Jayalaksh	421,874
Beisel, Patricia	78,044	Berube, Daniel	64,662	Bodiroga, Ljiljana	50,658
Beisel, Thomas	94,151	Best, Aaron	89,910	Bodnar, Jody	76,455
Beitel, Catherine	97,690	Betker, Leslie	69,889	Bodnaryk, Sharon	96,314
Beitel, Joy	122,161	Beutel Fox, Bonny	91,594	Boehlen, Reid	50,170
Beitel, Laura	122,653	Beutler, Cheryl	65,750	Boehm, Cheyanne	110,380
Beitel, Linda	63,336	Bichel, James	59,260	Boehm, Shanda	78,422
Bejarin, Evangelyn	50,680	Biden, Jill	51,145	Boehmer, Mavis	84,294
Beka, Donna	53,179	Bidochka, John	52,949	Boese, Erin	117,822
Beka, Rachelle	96,081	Bieber, Michelle	79,271	Bohay, Sheila	105,158
Belay, Teala	83,736	Bigelow, Jeannette	97,925	Bohun, Brenda	89,636
Belcourt, Anita	57,987	Bihag, Helen Rose	85,650	Boivin, Cindy	90,690
Belisle, Lorelee	55,933	Bilan, Denise	88,021	Bolen, Karyn	80,475
Bell, Alanna	58,638	Bilan, Michelle	85,570	Bolen, Stephanie	72,199
Bell, Alison	122,095	Bilinski, Melissa	76,269	Bolen, Travis	76,410
Bell, Ellen	61,147	Bilinski, Tasha	80,439	Bolen, Yvette	85,826
Bell, Kimberly	61,955	Bilinski, Valerie	57,073	Bolianatz, Josie	85,940
Bell, Stacey	90,431	Bilkey-Behrns, Phyllis	58,543	Bolingbroke, Tiffany	98,993
Bell, Travis	70,999	Billett, Catherine	103,459	Bolt, Connie	50,658
Bellamy, Bryan	53,064	Bilo, Maria	116,114	Bolt, Jennifer	121,400
Bellavance, Gord	94,151	Bilokury, Karri	79,435	Bolt, Rachel	68,856
Bellegarde, Jennifer	96,916	Bingham Adams, Karen	159,666	Boncato, Rowell	53,362
Bellegarde, Monique	64,070	Binner, Arlene	86,850	Bondarchuk, Eric	127,273
Bellerose, Nicole	86,042	Biralde, Allan Jay	60,544	Bonderoff, Hazel	91,199
Bellisle, Apollo	76,603	Bird, Marlyn	70,790	Bondoc, Mavelyn	64,387
Bellisle, Tracie	115,667	Bird, Verna	82,476	Bone, Bronwyn	89,466
Bemis, Tanya	71,678	Birns, Heather	75,668	Bonk, Brenda	69,305
Bendelin, Jana	113,363	Bishoff, Jocelyn	95,733	Bonokoski, Jodi	96,393
Bendick, Cheryl	50,078	Bishop, Sharon	78,572	Booker, Elizabeth	80,801
Benjoe, Janice	58,698	Bittman, Crystal	87,733	Booker, John	74,861
Benko, Amy	68,931	Bituin, Michael Eric	102,030	Booth, Lisa	63,782
Bennett, Annette	50,668	Bjerland, Glorianne	107,669	Booth, Sheila	92,676
Bennett, Lori	97,625	Black, Darlene	76,927	Boothman, Sarah	73,228
Benning, Margot	88,144	Black, Donald	93,663	Bootleziolkowski, Kelly	61,858
Benson, Petra	76,169	Blair, Brittani	89,672	Bordas, Fred	109,330
Bentz, Lori	81,739	Blair, Joanna	84,085	Borisko, Jennifer	80,332
Benz Tramer, Cara	133,119	Blakley, Cindy	63,141	Borja, Ma Elizabeth	112,129
Berard, Nathalie	89,501	Blanco, Leoer Richard	110,390	Bork, Bailey	50,252
Berces, Raul	70,121	Blanco, Marianne Lovely	93,422	Borkus, Coral	59,225
Bereti, Lori Lee	97,964	Blaser Lindenbach, Juliann	82,525	Borsa, Shawna	92,056
Bereti, Pat	51,577	Blayone, Eileen	54,124	Borschowa, Kara	66,618
Bereziuk, Chantel	118,531	Blayone, Sherie	97,854	Bott, Jami	76,494
Berezowski, Mark	74,001	Bleakney, Nancy	55,067	Boucher, Scott	81,838
Berg, Cathy	80,172	Bleau, Carmen	64,740	Boulanger, Debbie	68,537
Berg, Shauna	69,885	Blerot, Viviane	53,090	Boulet, Nathan	69,046
Berglind, Melisa	54,562	Blezy Dingman, Debra	50,467	Boulet, Ray	55,142
Bergquist, Christa	95,418	Block, Kalita	96,508	Bourassa, Kimberley	108,338
Bernakevitch, Kimberly	74,076	Blondeau, Micheal	53,824	Bourgault Fagnou, Michelle	72,486
Bernal, Jacel Ane	105,295	Bloski, Ashley	83,937	Bouvier, Shelley	60,439
Bernal, Ronald	112,988	Bly, Kiley	63,942	Bowen, Max	83,032
Bernardo, Patrick	99,343	Blyth, George	74,381	Bowey, Alison	64,878

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Bowles, Brooke	97,456	Brossart, Cory	98,620	Burnay Vaags, Gisele	87,713
Bowman, Lindsay	82,291	Brossart, Sarah	60,770	Burnett, James	74,219
Boyachek, Michelene	104,864	Brotzel, Susan	83,427	Burns, Michele	78,749
Boyce, Katie	61,870	Broughton, Marlene	83,105	Burns, Sarah	106,777
Boyd, Amber	53,930	Brown, Alison	59,469	Burstyk, Megan	56,063
Boyd, Lori	52,095	Brown, Amelia	56,502	Burton, Amanda	79,769
Boyd, Neeja	74,965	Brown, Amy	71,590	Burton, Sheila	66,385
Braden, Julie	50,291	Brown, Brenda	55,666	Burton, Teralee	65,477
Bradford, Michelle	85,935	Brown, Chelsea	69,757	Burym, Kassandra	78,266
Brading, Cindy	52,355	Brown, Julie	52,822	Burym, Roxane	79,430
Brady, Ray	94,092	Brown, Lyndsay	71,256	Busby, Camille	80,955
Braithwaite, Tamara	50,113	Brown, Ramona	81,702	Busch, Delanna	85,088
Brandt, Aimee	89,776	Brown, Shauna	72,587	Busch, Lynne	78,622
Brar, Harinder	101,449	Brown, Shelby	76,620	Butalid, Jessica	51,628
Brar, Shabnampreet	86,359	Brubacher, Mary	122,084	Butler, Breanna	93,449
Brash, Kim	51,616	Bruce, Colleen	88,147	Butler, Karen	102,586
Brass, Elisabeth	85,939	Bruce, Marissa	77,747	Butz, Dawn	88,290
Bratkoski, Lisa	105,503	Bryant, Joanne	94,346	Butzelaar, Zoe	50,754
Braun, Dona	116,305	Bryant, Lenore	110,679	Buxton, Zachary	81,746
Braun, Jacquelin	170,432	Bryanton, Sarah	52,112	Buzash, Candace	107,658
Bray, Sherilyn	68,913	Brydon, Daniel	81,785	Buzash, Robert	106,185
Brears, Jenna	72,428	Buan, Anneth	77,982	Buzila, Dora	106,315
Brehaut, Jennifer	84,400	Buchan, Nancy	110,989	Byblow, Crishella	52,050
Breitkreuz, Karen	52,444	Buchanan, Linda	66,602	Byers, Christopher	65,080
Bremner, Kelli	69,911	Buchholz, Marc	112,819	Cabigon, Enrico	432,657
Brenzil, Marlene	67,335	Buck, Curtis	52,479	Cabilitasan, Carol	70,169
Bresciani, Allison	91,904	Buckingham, Kimberlee	70,807	Cabrera, Normalyn	54,089
Brewer, Lisa	64,462	Buckoski, Mary	84,809	Caburao, Crystal	86,482
Bridger, Lisa	53,357	Budd, Hazel	52,710	Caburao, Olivia	152,087
Briere, Bonnie	95,481	Budd, Megan	87,301	Cabylis, Angela	70,662
Briere, Celeste	106,717	Buddecke, Judith	98,264	Cain, William	87,069
Brignall, Lorae	53,295	Bueckert, Devin	107,088	Cairns, Lisa	105,298
Brisbois, Elva	102,190	Buemio Campbell, Cecilia	111,680	Caladio, Cherissa	97,480
Bristol, Ken	107,643	Buen, Caroline	112,521	Calamba, Amparo	140,782
Brito, Jose	51,751	Buenavista, Proserphina	93,286	Calcraft, Susan	102,406
Britt, Christina	98,133	Buenavista, Rosemarie	71,635	Calder, Dawn	204,331
Brittner, Lindsay	57,785	Bueno, Janet	103,311	Caleval, Robert	82,244
Britton, Jeannette	53,803	Bueno, Kathlene	116,769	Calhoon, Brittany	77,957
Britton, Karen	67,077	Buergel, Robyn	85,045	Calhoon, Mae	109,649
Britz, Jeanette	72,257	Bugoy, Sarah	88,344	Calibaba, Kristen	72,931
Broadfoot, Blair	105,172	Bugyi, Shari	88,548	Calibjo Cruz, Chyrel	109,436
Brochu, Angela	74,979	Buhler, Jenna	52,630	Calland, Bree	92,405
Brochu, Mark	95,431	Buhler, Tracy	93,601	Callum, Marilyn	91,202
Brocklehurst, Randie	87,250	Bunce, Charlene	76,791	Camara, Clorinda	65,408
Brockman, Anita	81,046	Bundus, Kareen	54,998	Camba, Anicia	76,046
Brockman, Shannon	84,830	Bunker, Johnathan	107,880	Camegla, Dionisio	55,540
Brodersen, Stephanie	100,330	Bunsay Gotoc, Maria Teresa	52,002	Cameron, Bonnie	121,837
Brodth, Jody	73,884	Bunsay, Reynald	55,000	Cameron, Faith	89,186
Brolund, Roxanne	82,188	Burak, Leanne	64,956	Cameron, Jay	75,024
Brolund, Trudy	75,159	Burant, Colette	106,632	Cameron, Pamela	99,689
Bromm, Jennifer	74,594	Burant, Rodney	94,119	Cameron, Tina	99,188
Brooks, Denise	108,213	Burechailo, Della	54,112	Camins, Jacy	83,982
Brooks, Sarah	78,893	Burgess, Susan	103,213	Camins-Olmstead, Jocelyn	94,231
Brooks, Tracy	52,019	Burkitt, Shannon	164,556	Campbell, Alison	77,703
Brookshire, Michael	75,776	Burla, Tamara	138,502	Campbell, Brad	50,878

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Campbell, Brenda	84,830	Cartwright, Colleen	81,961	Chesters, Patricia	94,145
Campbell, Gordon	73,432	Carubio, Ruth	122,695	Chestney, Sherry	84,475
Campbell, Jenna	69,895	Carvell, Daylene	79,343	Chevalier, William	82,377
Campbell, Jessica	75,957	Carvell, Leona	97,078	Chew, Foong	85,885
Campbell, Karen	51,758	Casemore, Chris	89,813	Chhokar, Bhawarjit	84,848
Campbell, Lisa	63,294	Casemore, Janel	117,684	Chicoose, Delmar	70,239
Campbell, Tina	71,137	Cash, Kathy	55,152	Chicoose, Joylynn	75,313
Campbell, Tyler	100,763	Cassano, Ashley	69,959	Chiddenton, Terri	116,434
Canales, Moises	56,620	Castillo, Emma	63,957	Ching, Nancy	100,027
Cannon, Brianne	74,563	Castillo, Raquel	119,494	Chipurda, Romana	55,711
Cannon, Cheryl	53,162	Caufield, Lana	91,554	Choboter, Nannette	55,629
Cano, Laura	94,801	Causevic Kriznar, Alisa	60,450	Chomyn, Terry	110,835
Cant, Katherine	66,541	Cavan, Janine	75,500	Chorney, Peggy	76,363
Cantrell, Amelia	76,987	Cave, Christopher	94,275	Chow, Arnold	91,190
Canute, Raymond	58,414	Cavers, Stephanie	131,051	Chrispin, Victoria	68,551
Caplette, Rhonda	50,092	Cayabyab, Almerante	129,280	Christoph, Valerie	87,155
Caragata, Cindy	94,395	Cayari, Necita	100,732	Christopherson, Catherine	80,876
Carasig, Daisy	110,823	Cazakoff, Jaime	92,206	Christopherson, Clifton	70,194
Cardinal, Tiffany	53,256	Cazakoff, Sharon	108,425	Christopherson, Kim	76,286
Cardwell, Kenneth	90,741	Cerato, Jeff	53,563	Chrusch, Wendy	307,565
Cargill, Brad	95,418	Ceron, Jocelyn	50,095	Chuley, Kayla	50,769
Carino, Dondi	58,076	Chabot Baker, Jeanne	80,091	Church, Erica	55,284
Carino, Jobelle	68,027	Chakua, Emily	110,265	Church, Patricia	79,334
Carlson, Amy	59,671	Chalupiak, Carmen	53,174	Chursinoff, Charlene	68,189
Carlson, Andrea	53,386	Chamberlin, Lindsay	87,882	Cibart, Janice	95,104
Carlson, Anita	59,381	Chamberlin, Lisa	118,534	Cielo, Aida	117,109
Carlson, Cheryl	94,100	Chambers, Holly	88,044	Ciortan Schurko, Sharon	54,002
Carlson, Ed	74,249	Chambers, Kimberly	82,539	Clamor, Corazon	87,443
Carlson, Jerrilyn	82,102	Chamney, Hali	120,066	Clark Downton, Cynthia	65,802
Carlson, Lorri Ann	158,701	Chan, Michael	80,528	Clark Musschoot, Melissa	108,995
Carlson, Maria	101,864	Chan, Samdaye	81,776	Clark, Jamie	112,517
Carlson, Stephanie	122,661	Chan, Sarah	94,950	Clark, Larry	96,514
Carlson, Teresa	171,395	Chan, Tyler	65,617	Clark, Lesley	93,950
Carman, Chris	71,937	Chapman, Brenda	94,078	Clark, Sheila	63,772
Carman, Shelan	51,834	Chapple, Alan	158,701	Clarke, Alice	68,868
Caro, Imelda	51,498	Chard, Erin	93,212	Clarke, Carolyn	100,749
Caro, Josephine	80,560	Chard, Stephen	92,674	Clarke, Charlene	101,140
Carpenter, Colbi	101,007	Charette, Brenda	90,987	Clarke, Janelle	59,823
Carr, Gary	69,419	Charles, Jennifer	78,389	Clarke, Renee	89,836
Carr, James	88,741	Chartier, Lanaya	103,748	Clarke, Sheryl	95,411
Carr, Lee Ann	94,533	Chase, Kathleen	60,839	Clarke, Yvonne	54,809
Carr, Lisa	95,795	Chase, Wayne	71,875	Clarkson, Tracy	108,765
Carr, Michelle	87,252	Chasse, Bonnie	54,998	Classen, Michelle	70,373
Carrell, Dawna	89,405	Chatterson, Terri	63,595	Claveria, Neresa	93,342
Carreon, Jeniffer	86,661	Chavez, Nenetete	53,058	Clay Lewis, Diane	73,659
Carriere, Marilyn	55,235	Chaykowski, Jaclyn	61,774	Clay, Adeline	113,256
Carroll, Kathy	55,941	Chaykowski, Kim	71,859	Claypool, Shannon	56,208
Carson, George	291,496	Checa, Aleenor	70,358	Cleggett, Janet	66,332
Carson, Ramona	79,739	Cheema, Hassan	63,585	Clelland, Dana Lu	71,593
Carson, Sara	75,746	Chemplayil Tom, Sainamol	56,068	Clemmensen, Jolene	78,738
Carter, Crista	84,830	Chen, Shan	116,321	Clews, Krystal	99,571
Carteri Bitz, Francesca	95,649	Chernoff, Amy	88,374	Cloutier, Andrea	75,079
Carteri, Carlina	64,073	Cherry, Jessica	67,324	Clow, William	53,563
Carton, Dayna	73,030	Cherwinski, Jennifer	66,988	Coakwell, Tara	107,142
Carton, Susan	103,041	Chesko, Delee	72,331	Coates, Anna	106,152

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Cobbledick, Bev	71,642	Cowan, Jessica	66,538	Dabao, Cherrylyn	110,288
Coburn, Ronald	72,994	Cowan, Shannon	86,852	Dabao, Shevie Ann	84,287
Cochrane, Robert	64,392	Cozman, Shelley	53,347	Dahiya, Sukhraj	57,229
Cochrane, Shelley	86,248	Craig, Dawn	97,053	Dahlgren, Lori	88,024
Code, Barbara	81,460	Craig, Georgina	75,421	Daibu, Takasuke	76,026
Coderre, Haley	75,485	Craig, Joseph	53,928	Dakiniewich, Lori	77,283
Coderre, Terri	95,475	Craig, Tanya	52,284	Daku, Bonnie	90,695
Cody, Danica	51,038	Crawford, Judy	64,341	Dale, Rheanna	80,812
Cody, Kim	58,981	Crawford, Kathleen	73,482	Dalidowicz, Michelle	51,289
Cole Sebastian, Valerie	82,611	Creightney, Maxine	53,642	Dallaire, Danielle	94,135
Cole, Kendra	88,683	Crerar, Alexandra	73,160	Dally, Katherine	114,676
Coles, Kathie	94,150	Crittenden, Shirley	99,639	D'Almeida, Donna	81,908
Collins, David	94,151	Cross, Bryan	108,396	Daly, Jason	84,948
Collins, Sherri	61,016	Cross, Claudia	100,665	Dancsok, Marie	87,136
Collins, Trudy	59,148	Cross, Treena	94,151	Daniar, Katie	77,870
Comfort, Patricia	102,586	Crossley, Laurie	91,738	Daniels, Michelle	101,348
Comrie, Kim	91,085	Crossman, Judy	50,203	Danielson, Carla	75,917
Concha, Treceerio Marco	77,848	Crosson, Adam	75,511	Danoog, Cecilia	59,410
Condino, Michael	70,634	Crowe, Nanciann	50,838	Danylczuk, Mike	82,429
Conrad, Marcie	57,894	Cruz Paraiso, Myrna	61,556	Danyliw, Brian	121,435
Constantino, Eleonor	114,088	Cruz, Christine	86,140	Danyliw, Carol	55,576
Constantino, Eric	50,561	Cruz, Jennipher	95,038	Dappay, Carina	109,652
Contreras, Gisela	83,751	Cruzperero, Jaymayl	50,379	Daradich, Byron	70,412
Cook, Andrea	93,969	Csoke, Tricia	86,470	Daradich, Lisa	81,468
Cook, Stephanie	129,330	Csodom, John	69,867	Daradich, Tracey	66,179
Cooke, Ashlyn	83,500	Cuello, Alex	51,682	Dauncey, Jennifer	121,812
Coombs, Leann	70,022	Cuevas, Maria	50,756	Dauphinais, Cori	84,186
Cooney, Duddow	107,848	Culham, Sherry	80,563	Dave, Shiv	81,409
Coons, Pamela	55,477	Culig Dalziel, Jasmin	68,801	Davidowich, Lorrie	137,437
Coons, Randi	53,674	Culig, Ernesto	80,746	Davidson, Cathy	121,113
Cooper, Christina	85,671	Culig, Glory	93,957	Davidson, Vivian	159,708
Cooper, Deseri	67,624	Cullen, John Paul	173,027	Davis, Gillian	90,923
Cooper, Lisa	64,772	Cullen, Stacy	57,397	Davis, Jeffery	79,835
Cooper, Lucinda	54,150	Culling, Carla	97,951	Davis, Nora	61,328
Cooper, Ronald	96,076	Cullins, Joan	59,757	Davis, Ryan	57,548
Copeland, Shannon	77,788	Cunningham, Mallory	77,460	Davis, Tennille	78,104
Cordero, Maria Theresa	61,406	Currie Noble, Jill	81,894	Dawson, Barbara	57,929
Corley, Stacy	60,952	Currie, Linda	67,072	Dawson, Isiah	88,844
Coronia, Yolanda	114,274	Currie, Lisa	73,250	Dawson, Lorna	95,418
Cortes Santos, Karen Mae	110,669	Currie, Lynne	158,297	Day, Christine	103,926
Cortes, Stacey	86,933	Currie, Nicolle	129,000	Day, Edward	99,684
Coruzzi, Deanna	61,352	Curry, Glenna	135,796	Dayne, Jacquelen	119,434
Cossette, Marlee	102,626	Cursons, Sara	79,811	De Brusk, Valerie	55,587
Cossette, Melissa	50,585	Curtis, Danielle	51,075	De Castro, Sienna Angeli	62,765
Costache, Nicole	60,483	Curtis, Deborah	108,042	De Guzman, Jenny	128,561
Costanza, Chelsa	56,640	Curtis, Rob	104,518	De Hoop, Karleen	55,480
Costley, Carmen	70,729	Curts, Ashley	94,618	De Jong, Shauna	75,492
Cote, Shannon	85,433	Curts, Jacqueline	92,929	De La Cruz, Vincent	121,183
Coulson, Carla	55,240	Cuthill, Kassandra	65,286	De La Rosa, Jocelyn	60,619
Coulthard, Lauren	57,529	Cwynar, Chris	93,187	De Los Reyes, Sonia	219,621
Coulthard, Margaret	73,102	Cyr, Nicole	76,060	Deacon, Ashley	55,549
Counios Gane, Aikaterina	96,127	Cyr, Tammy	75,721	Dean, Erlinda	51,854
Courtney, Jacci	58,558	Czerwonka, Betty Ann	52,624	Dean, Kathy	52,669
Coutts, Leah	84,764	Czmuchalek, Alysia	91,578	Dean, Teresa	60,121
Covert Ruttenber, Laurie	70,074	Daaza, Rosemary	81,357	Dean, Valerie	64,133

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Debesai, Michael	50,290	Desorcy, Danielle	106,527	Doan, Pamela	90,416
Dechellis, Enrico	79,351	Despins, Gregory	55,036	Dobra, Sandra	90,683
Deck, Gordon	69,230	Desrochers, Miranda	108,117	Dobranski, Bonnie	78,501
Deck, Heather	62,499	Desrosiers, Bernard	80,312	Dobson, Beverly	79,395
Deck, Melinda	96,593	Desrosiers, Evelyn	53,780	Doering, Kari	74,175
Decorby, Bonny	66,492	Desrosiers, Jonathon	55,224	Doerksen, Korin	66,469
Decosmo, Carla	68,398	Detiquez, Ronaldo	118,827	Doerksen, Norma	80,141
Decoste, Jessie	77,945	Deutsch, Lesley	70,921	Dohms, Timothy	52,690
Dedman, Heather	106,768	Devine, Jenna	88,165	Dolha, Lloyd	87,938
Deets, Barbara	96,867	Devreese, Kayla	74,537	Dolmage, Jennifer	56,406
Defelipe, Richel	76,667	Dew, Cheryl	109,992	Dolney, Chantelle	68,926
Degenstein, Debra	50,452	Dewald, Connie	100,642	Dolor, Jacqueline	95,145
Dehmke, Cheryl	84,345	Dewar, Keith	442,006	Dominey, Jenifer	104,256
Deiter, Robert	53,597	Dewar, Kimberly	67,324	Domingo, Conie	66,088
Dejaegher, Kali	57,599	Deydey, Kimberley	64,650	Domingo, Emily Jean	74,775
Dejong, Jane	50,291	Dhaliwal, Harpreet	55,645	Domingo, Francis	94,582
Dejose, Breanne	56,850	Dhaliwal, Karenjot	73,338	Dominic, Anish	71,214
Del Mar, Katrina	97,215	Dhaliwal, Mohinder	72,483	Domokos, Jessica	88,443
Dela Cruz, Amanda	69,004	Dhaliwal, Navreet	68,336	Donald, Angela	91,440
Dela Cruz, Nilo	113,030	Dhaliwal, Pushpinder	60,053	Donald, Heather	94,151
Dela Cruz, Renato	51,826	Dhami, Sukhdeep	82,796	Donaldson, Tanya	53,782
Delaine, Linda	66,833	Dhesi, Sarbjit	55,356	Dong, Cindy	84,830
Delaney, Rosanna	75,690	Dhillon, Kam	111,008	Donison, Milena	99,791
Delorme, Ivy	64,414	Dhillon, Naaznit	83,358	Donison, Nicole	94,501
Delorme, Tracey	50,119	Di Paolo, Giustina	91,763	Donnelly, Jo Anne	98,187
Delos Santos, Maria Sheila	50,635	Di Paolo, Leila	98,668	Donnelly, Melissa	87,258
Delparte, Chelsea	64,070	Dickie, Crystal	78,702	Donst, Lesley	94,869
Delsnider, Allison	78,852	Dickie, Kim	73,590	Dore, Brie	88,445
Demeray, Amy	76,912	Dickin, Tamara	96,918	Dore, Michelle	56,286
Demeria, Anne	98,212	Dickson, Karen	109,120	Dore, Pauline	88,135
Demerse, Vicki	87,102	Dielschneider, Pat	98,276	Dorsch, Meghan	102,325
Deminchuk, Kimberley	83,583	Dielschnieder, Lynne	88,241	Dos Santos, Randy	60,167
Dempsey, Charlene	80,449	Diener, Tania	326,894	Dosdall, Cheryl	101,832
Demyen, Alisha	112,028	Diestro-Limboy, Madeline	117,691	Doucette, Danielle	91,603
Deneve Brockett, Daniel	73,375	Dietzmann, Michele	52,718	Doughty, Patricia	53,563
Denham, Jocelyn	60,162	Diewold, Lisa	50,206	Douglas, Adrienne	73,902
Denham, Kristen	85,608	Diewold, Shauna	86,667	Doutkevitch, Irena	63,196
Denham, Terence	69,419	Digney Davis, Lora	66,352	Dovell, Margaret	55,924
Denouden, Danielle	53,744	Diloha, George	53,468	Downes, Melessa	59,890
Denton, Jennifer	92,029	Dima, Anda	94,127	Downey, Scott	91,762
Dentremont, Andre	74,471	Dimaano, Maria Analiza	97,729	Downton, Michelle	102,586
Deogaygay, Janice	94,595	Dimond, Jory	96,096	Drackett, Nancy	71,528
Depeel, Whitney	103,529	Dimond, Laurie	51,706	Dragan, Nicole	99,799
Derby, Katherine	77,280	Dinh, Tham	75,859	Drake, Patricia	51,791
Derbyshire, Karrie	104,588	Dionisio, Haley	71,505	Drake, Peggy	94,352
Deregowski, Andrea	61,503	Dix, Vanessa	74,936	Draper, Cheryl	78,627
Deren, Mary	72,591	Dixon, Lana	77,265	Dreger, Nicole	70,602
Derkach, Kelsey	65,948	Dixon, Laura	52,932	Dreher, Annemarie	87,791
Derksen, Caroline	96,406	Dizon, Emmanuel	104,629	Dreher, Julie	87,977
Derow, Melissa	91,002	Dizy, Danielle	79,510	Dribnenki, Carolyn	92,536
Descottes, Tasha	65,447	Dizy, Jacquelin	116,822	Driediger, Crystal	85,855
Desjardins, Annette	89,796	Dmyterko, Myles	96,133	Droder, Danielle	105,701
Desjarlais, Elise	95,588	Dmyterko, Nicholas	71,387	Drummond, James	139,261
Desjarlais, Tyler	73,865	Dmyterko, Sylvia	98,154	Drysdale, Owen	50,727
Desnomie, Harry	99,943	Dmytriw, Pamela	108,314	D'Souza, Olina	79,711

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Dubey, Gaurav	80,342	Eberle, Mandy	50,980	Englund, Judy	66,626
Dubin, Michelle	53,193	Eberle, Rhonda	89,046	Enmark, Sherry	146,502
Dublanica, Tricia	70,053	Eberlein, Shanti	89,108	Enriquez, Rex	51,485
Dubois, Brenda	88,523	Eberts, Tanya	50,794	Ens, Cindy	85,127
Ducharme Mcauley, Alma	52,351	Eckert, Katie	90,180	Entner, Darren	94,271
Ducharmie, Tricia	76,444	Edgar Cozine, Shelly	141,540	Erbach, Shelley	84,468
Duffield, Jana	108,151	Edge, Linda	75,751	Erhardt, Ashly	114,255
Dufour-Contreras, Marina	56,413	Edgerton, Jordan	93,706	Erhardt, Jolene	86,316
Dugal, Amber	93,249	Edmands, Carol	81,775	Erick, Brenda	54,494
Dujardin, Cheri	52,586	Edmands, Jeff	107,638	Erickson, Jennifer	105,213
Duke, Bradley	60,973	Edmands, Laura	81,279	Erickson, Morgan	71,477
Duke, Cheryl	71,179	Edwards, Colleen	100,923	Erickson, Sarah	105,509
Duke, Lori	76,837	Edwards, Joanne	85,602	Erixon, Lindsey	74,762
Duke, Meghan	102,174	Edwards, Kristopher	62,961	Ermel, Erin	50,587
Dumas, Denita	133,303	Edwards, Terry	84,830	Ermel, Kelly	72,078
Dumont, Loreen	81,794	Efunwa, Uche	58,377	Ermel, Kelsey	81,439
Dumont, Meagan	73,959	Egeto, Afton	61,444	Ermel, Lexi	72,785
Dumont, Zachary	112,010	Egeto, Kyle	104,137	Ermel, Rebecca	105,543
Duncan, Jacqueline	76,012	Ehman, Breanne	53,482	Eros, Hazel	91,465
Duncan, Shannon	86,561	Ehrlich, Victoria	127,989	Escanlar, Anabelle	90,443
Duncan, Tessa	109,962	Ehrmantraut, Donald	137,437	Esch, Suzanne	78,828
Dunfield, Vera	106,776	Eichhorst, Helga	95,418	Escott, Susan	108,110
Dunford, Lynette	92,973	Eisenzimmer, Kathryn	98,617	Esguerra, Arnold	114,716
Dungca, Nova	131,159	Eisnor, Brendan	89,311	Espenell, Gaye	87,948
Dunkeld, Diedre	87,739	Eklund, Kayla	81,838	Espinosa, Eilene Mae	99,242
Dunlop, Kim	74,946	Elash, Alexander	81,012	Essien, Benjamin	76,528
Dunn, Laurie	51,805	Eley, Maureen	84,923	Estioco, Joseph	98,076
Dunphy, Corry	80,940	Eliason, Jennifer	87,693	Eugenio, Jeffrey	81,930
Dunville, Nicole	89,267	Elkew, Jada	89,112	Eugenio, Thea Myra	52,513
Dunville, Wanda	55,794	Ell, Grettalynn	158,701	Euraoba, Cecilia	79,765
Dupont, Donna	76,014	Ell, Sandra	94,557	Euraoba, Daryl Marie	85,559
Dupperon, Scott	51,917	Ell, Sharlene	60,921	Euraoba, Misael	51,498
Durack, Leanne	51,368	Ell, Tawndra	52,586	Euraoba, Valeria	50,029
Duran, Randeem	57,846	Elliot, Erica	57,101	Euteneier, Sandra	158,873
Dureau, Crystal	79,795	Elliott, Brenna	80,000	Evans, Barbara	64,609
Dureau, Gerald	52,913	Elliott, Clark	54,274	Evans, Leah	93,521
Dussion, Misty-Dawn	69,531	Elliott, Heather	106,395	Ewanchuk, Adrienne	64,627
Dusterbeck Colhoun, Tammy	123,695	Ellis, Carla	99,309	Ewart, Amy	78,814
Dutchak, Andrea	92,904	Ellis, Sharon	77,650	Ewart, Brian	64,873
Dutchak, Kristin	167,358	Ellis, Tracey	102,237	Ewing, John	55,667
Dvernichuk, Ranel	68,512	Ellis, Yvonne	59,869	Exner, Brittany	71,708
Dwyer, Ashley	55,021	Elpa, Maria Else	61,118	Faal, Darla	74,144
Dwyer, Destiney	76,865	Elton, Candice	105,828	Fadare, Deborah	124,321
Dyck, Darla	73,225	Eluwa, Uche	56,043	Fahlman, Joann	71,257
Dyer, Deborah	80,168	Emeka-Okere, Elizabeth	87,715	Fairbairn, Steven	86,390
Dzuba, Mandi	55,746	Emery, Alison	83,429	Faires, Meredith	103,597
Earle, Kimberley	77,676	Emkeit, Liberty	62,942	Faith, Karen	52,664
Earnshaw, Karen	273,348	Emmatty Jose, Manoj Kum	69,470	Faizali, Nahid	108,415
Earnshaw, Theresa	93,057	Engel, Keith	70,029	Falana, Ayorinde	67,355
Easton, Amy	82,418	Engel, Patricia	138,938	Falk, Lisa	81,976
Eastuke, Louisa	50,331	Engele, Carla	93,809	Fallaria, Lani	62,513
Ebbett, Heather	97,771	Engele, Kathleen	112,835	Famador, Perlita	123,044
Eberle, Allison	86,051	Engen, Katherine	141,944	Famulak, Jackie	106,836
Eberle, Eileen	65,874	England, Sienna	61,736	Farkas, Lynnmarie	74,070
Eberle, Janet	97,986	English, Darcy	52,138	Farmer, Carol	79,139

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Farn, Ann	72,498	Fischer, Kyle	78,275	Francis, Dev	109,064
Farnden, Janelle	62,491	Fischer, William	107,576	Francis, Karen	78,886
Farnell, Sheila	69,290	Fiset Brezinski, Gisele	104,481	Francisco, Lucila	91,547
Farnell, Trina	54,929	Fisher Phillips, Heidi	94,151	Frank, Alyssa	91,469
Farrell, Grace	95,821	Fisher, Danielle	76,739	Frank, Denice	52,583
Farrer, Chelsea	71,913	Fisher, Heather	62,386	Frank, Leah	80,843
Farrow, Jillian	52,747	Fisher, Michelle	108,025	Franke, Kayla	58,528
Fauchon, Michelle	100,560	Fisher, Monique	126,004	Franzke, Sascha	53,152
Faure, Lillian	53,718	Fisher, Shelbi	83,820	Frape, Angela	53,471
Fawcett Kennett, Jacqui	124,918	Fishley, Melissa	58,989	Fraser, Bart	74,714
Fawcett, Tracy	50,689	Fitzgerald, Jean	100,246	Fraser, Nicole	81,695
Fay, Christopher	99,869	Fizzard, Andrea	86,227	Frass, Connie	120,983
Fay, Michael	92,618	Fizzard, Sheldon	83,328	Fraynak, Joanne	125,053
Faye, Rachel	96,215	Flaman, Kirsten	66,458	Fredlund, Jennifer	86,553
Fazakas, Miranda	79,906	Fleece, Jason	75,374	Fredlund, Tammy	79,791
Fedec, Jacqueline	117,814	Fleischhacker, Dane	55,729	Freeman, Joanne	159,918
Federko, Marion	76,806	Fleischman, Chuck	64,038	Freeman, Karol	71,305
Fehr, Wendy	96,873	Fleming, Gina	88,006	Frei, Joanne	50,498
Feil, Shauna	98,371	Fleming, Shalon	80,015	Freiheit, Karen	117,206
Felix, Rebecca	87,701	Flengeris, Helen	88,500	Freistadt, Lindsay	56,924
Felskie, Angela	91,570	Flood, Ramona	104,095	French, Karen	52,615
Fennell, Susan	63,400	Florek, Leanna	102,083	Frew, Nadiya	69,136
Ferguson, Janet	97,045	Focht, Robin	99,169	Friars, Lauren	61,421
Ferguson, Sheila	113,060	Fogarty, Erin	72,090	Frier, Debbie	93,319
Feruglio, Megan	62,591	Fogg, Pamela	54,062	Friesen, Della	94,632
Fesciuc, Jennifer	85,336	Foley, Jodi	102,586	Friesen, Gregory	78,980
Feser, Janice	84,412	Folgering, Carina	64,408	Friesen, Kristyn	80,380
Fesser, Renee	83,110	Folgering, Tina	74,993	Fritz, Lola	91,465
Fesyk, Alisha	60,060	Folk, Liam	67,891	Froehlich, Jason	126,184
Fetalino, Mark Anthony	108,397	Folk, Maria	98,323	Frohlick, Jill	55,791
Fetch, Bobby	64,318	Folk, Ronald	93,978	Frombach, Kristin	54,016
Fetter, Katherine	75,552	Folk, Tammy	54,148	Frostad, Kathryn	58,737
Fichter, Kim	75,841	Foote, Kristin	69,102	Fry, Brenda	78,630
Fichter, Loralee	75,907	Forbes, Heather	104,025	Fry, Stacy	51,777
Fidierchuk, Jana	75,980	Forer, Lindsey	88,154	Fuchs, Dennaye	113,326
Fidler, Bozena	50,827	Forman, Sheila	108,354	Fuchs, Dwayne	51,088
Fidler, Mariusz	60,775	Fornwald, Amanda	76,460	Fuchs, Stacy	97,101
Field, Cathy	73,661	Fornwald, Elizabeth	85,031	Fuerte, Jaemie Rae	113,842
Field, Susan	93,532	Forrest, Melissa	77,756	Fuhro, Heather	98,386
Fieldgate, Michael	51,126	Forsberg, Jaclyn	71,301	Funk, Tara Lee	104,434
Filippi, Crystal	88,292	Forsberg, Lisa	72,472	Funke, Annamarie	94,867
Filippi, Shelly	100,767	Forsberg, Peggy	92,045	Funke, Kaitlin	67,257
Fillmore, Karen	77,382	Forshner, Ruby	111,873	Furman Pelzer, Susan	91,202
Findlay, Cyndy	90,405	Forster, Melinda	67,680	Gabel, Grant	93,516
Findlay, Jennifer	98,063	Forsythe, David	53,782	Gabel, Leslie	95,290
Findura, Katarzyna	78,588	Forsythe, Rosheen	72,793	Gabion, Vance	88,859
Fingas, Gloria	74,187	Fortin, Denise	57,123	Gabora, Balynda	91,609
Fink, Carla	83,285	Foster, Christopher	58,641	Gaboury, Adele	73,551
Fink, Chelsey	53,365	Foster, Monica	77,310	Gabriel, Alice	83,421
Fink, Christoph	61,155	Foster, Stephen	100,193	Gabriel, Robyn	73,350
Fink, Sonya	55,437	Foulston, Nicole	69,757	Gabriel, Tayla	70,508
Fink, Wendy	89,346	Fourlas, Karlee	76,386	Gadica, Sandra	67,751
Fiorante, Connie	102,586	Fox Tittle, Julianne	65,779	Gafencu, Nickolas	69,486
Firlotte, Sherri-Lee	54,547	Fox, Colleen	72,875	Gaillard, Patricia	70,743
Fischer, Janice	79,103	Fox, Marina	55,457	Galger, Colleen	75,844

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Gallagher, Roxanne	64,312	Gervais, Kelly	75,008	Goebel, Dolly	55,155
Gallagher, Shauna	67,236	Gessell, Mickey	113,763	Goebel, Theresa	88,522
Gallais, Leandre	92,193	Gessner, Dusten	88,554	Goebel, Wendy	70,909
Gallais, Nicole	76,522	Gettis, Jennifer	69,720	Goertz, Lindsey	83,558
Gallenger, Kimberly	68,751	Gettle, Peggy	77,461	Gogal, Lorna	72,885
Galloway, Sheldon	54,518	Getz, Alice	69,903	Gogal, Shannon	84,998
Gammel, Leanne	78,312	Getz, Bradley	56,340	Gokavi, Christina	91,720
Gan, Xiao Juan	66,322	Giannetta, Toni	94,592	Golbar, Muzeyyen	55,826
Gansinh, Amandeep	87,557	Giannini, Rita	53,376	Gold, Heather	61,234
Garchinski, Lori	158,655	Giannini, Savanna	104,784	Goldfinch Dube, Carmen	130,972
Garcia, Janelle	77,615	Gianoli, Patricia	55,004	Golding Guest, Leanne	76,979
Gardikiotis, Tracy	92,311	Gibbons, Katherine	92,184	Golez, Airah	67,487
Gardiner, Earl	91,155	Gibbs, Nikki	54,995	Gonzales, Marlon	80,837
Garneau, Nicole	78,030	Gibney Hawerbier, Nicole	56,737	Gonzalez-Bravo, Mayra	61,981
Garnsey, Nicole	90,852	Gibney, Kim	66,000	Goodbrand, Ivy	64,422
Garratt, Nancy	90,759	Gibson, Ashley	79,698	Goodtrack, Jacquelin	66,987
Garratt, Sharon	191,301	Gibson, Cathy	99,050	Goodwin, Jessica	76,771
Garstin, Connie	90,420	Gibson, David	88,865	Gordon, Erica	70,544
Garven, Terri	91,060	Gibson, Jeff	114,488	Gordon, Lindsay	97,870
Gasper, Jennifer	95,006	Gibson, Lynann	70,289	Gordon, Lorelei	53,782
Gate, Melissa	98,540	Gibson, Norleen	67,961	Gordon, Robert	122,394
Gates, Kelsey	86,487	Giday, Alegnta	51,883	Gorectke, Kathryn	70,729
Gatin, Sarah	94,852	Giebel, Shelley	120,259	Gorin, Valerie	69,262
Gattinger, Clare	95,276	Gieg, Brian	88,757	Gorkoff, Tonya	76,518
Gaudio, Colleen	52,586	Giesbrecht, Colin	98,629	Gorrill, Faye	78,228
Gauthier, Debbie	167,989	Giesbrecht, Kirsten	56,636	Gotchia, Guylaine	141,059
Gavel, Ryan	81,388	Giese, Sydney	86,186	Gotoc, Menardo	76,572
Geall, Bonnie	61,599	Giesen, Tanya	54,908	Gottselig, Anita	81,740
Gebeyehu, Almaz	52,246	Giesinger, Katherine	80,782	Gottselig, Darryl	111,150
Gebhart, Deanna	97,888	Gil, Kimberly	110,858	Goudreau, Robert	78,243
Gebregiziber, Liya	69,219	Gilbert, Jennifer	99,157	Goudy, Michelle	52,586
Geddes, Courtney	55,621	Giles, Penny	107,761	Gould, Tracy	75,844
Gee, Nathan	77,268	Gilewicz, Cynthia	65,152	Grad, Jennifer	50,925
Geiger, Natasha	63,322	Gilewicz, Eileen	90,166	Graessli, Dea	75,682
Geis, Kristina	89,356	Gillanders, Jennifer	102,408	Graf, Jennifer	110,023
Gelowitz, Denise	115,560	Gill-Gomes, Kamaljit	52,228	Graham, Arlene	101,301
Gelowitz, Melissa	70,047	Gillies, Tracy	52,330	Graham, Christina	100,230
Gelsanao, Keith	71,502	Gilliss, Sarah	82,528	Graham, Gerald	55,962
Gelsinger, Bobbi Jo	50,492	Gilmour, Judy	56,815	Graham, Jeanette	62,947
Gementiza-Crooc, Mariel	101,465	Gimeno, Honeyleth	102,059	Grainger, Christina	89,676
Gempesaw, Brian	74,843	Giroux, Kristin	81,925	Grainger, Melissa	72,699
Genoves, Gilma	75,449	Giroux, Tanya	87,846	Grammatico, Dino	564,931
Genoves, Wilbert	104,454	Gislason, Alanna	80,801	Grandel, Contessa	69,717
Gentles, Shirley	95,041	Glabus, Shelley	62,401	Grandel, Kendra	80,677
George, Jeanne (Felice)	80,808	Glas, Lindsay	72,357	Grane, Heather	110,508
George, Tricia	105,002	Glas, Shannon	62,712	Granello, Marco	88,292
Geran, Barbara	100,001	Glasser, Monica	66,089	Granger, Morag	109,844
Gerard, Mary	55,887	Glettler, Marlene	87,640	Granger, Paige	67,877
Gerber, Victoria	99,412	Glines, Gail	64,897	Grant, Erika	88,389
Gerbrandt, Shelley	101,275	Gmerek, Renita	82,221	Grant, Jason	51,348
Gerein, Ruth	78,206	Go, Arlyn	79,828	Grant, Jennifer	83,039
Geres, April	79,689	Godenir, Leah	60,082	Grant, Marnie	65,041
Gerhardt, Brenda	75,844	Godfrey Wall, Crystal	63,783	Grasdal, Patricia	165,920
Gerhardt, Theresa	85,853	Godwin, Amanda	77,060	Gravelle, Audrey	73,973
Gerrard, Joel	52,816	Goebel, Carmen	55,073	Gravelle, Lisa	55,195

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Gray, Angela	77,678	Gutwin, Kim	96,978	Harden, Jennifer	54,011
Gray, Carolyn	112,483	Guy, Mallory	53,824	Harder, Brenda	80,504
Gray, Cory	93,609	Guy, Sheri	70,484	Harder, Leslie	93,185
Greaves, Jolene	80,591	Gwilliam, Rosella	103,179	Harder, Ruth	67,373
Grebinsky, Cindy Lou	88,596	Gyorfi, Cindy	121,278	Harder, Sarah	54,435
Green, Andrea	99,266	Gyorfi, Marie-Anne	66,064	Hardy, Bruce	77,198
Green, Carla	95,865	Haaland, Daylin	67,962	Hardy, Pamela	82,688
Green, Karen	58,702	Hachkewich, Margaret	51,645	Harenberg, Sebastian	95,566
Green, Shelly	67,085	Hachkewich, Yvonne	94,151	Harker, Kendra	58,857
Greene, Melissa	73,541	Hack, Katherine	78,131	Harle, Connie	112,924
Greene, Verla	93,752	Hack, Kirsten	51,792	Harley, Raylene	82,028
Greenwood, Kent	83,238	Hagan, Tracy	79,157	Harmer, Jack	63,360
Greenwood, Pat	94,672	Hagen, Robyn	65,240	Harmsworth Dow, Joan	59,247
Gregory, Laura	99,099	Hagglund, Marlene	138,313	Haroldson, Joyann	93,178
Gress, Penelope	79,771	Hagos, Yordanos	100,324	Harper, Brittany	66,815
Gretchen, Monica	62,096	Hahn, Amanda	73,410	Harper, Catherine	86,612
Greville, Jason	82,284	Hahn, Richelle	76,155	Harris, Cheryle	53,240
Griffith, Tanya	95,466	Haid, Lori	105,521	Harris, Kimberly	53,426
Griffiths, Tara	93,516	Haider, Chantal	53,347	Harrison, Averi	63,767
Grigg, Karlee	87,717	Haines, Michael	75,596	Harrison, Heather	88,894
Grimard, Cindy	82,611	Haines, Winnifred	102,586	Harrison, Ian	103,295
Grimeau, Crystal	57,242	Hale, Barbara	94,245	Harrison, Lorrie	73,293
Grobowsky, Kerri	74,548	Halford, Jacquelin	58,245	Harrison, Matthew	63,743
Grohs, Trina	98,051	Hall Galger, Tara	77,035	Harrison, Scott	113,078
Gronhovd, Wanda	84,146	Hall, Collette	67,652	Harrison, Terry	58,976
Gronick, Sabrina	79,170	Hall, Darla	131,257	Hartley, Karen	130,792
Grose, Frankie	74,529	Hall, Leanne	66,910	Hartley, Laurie Anne	67,363
Grose, Jenna	91,773	Hall, Shirley	80,143	Hartley, Teresa	84,830
Gross, Alexandra	117,548	Halladay, Amanda	77,888	Hartman, Carla	99,030
Gross, Joren	109,492	Halldorson, Hallie	83,968	Hartman, Katelynn	73,527
Gross, Linda	104,326	Halyk, Joanna	81,783	Hartman, Maria	78,629
Gross, Tracy	76,763	Ham, Sharon	71,010	Hartness, Collin	122,081
Grund, Tracy	67,460	Hamelin, Paula	70,550	Hartney, Heather	95,530
Gryba, Carmon	51,960	Hameluck, Paul	109,606	Hartney, John	108,396
Gryschuk, Paul	64,416	Hamill, Paul	83,210	Hartwell, Randi	95,171
Guansing, Alistair	110,712	Hamilton, Amy	96,438	Harty, Carolyn	97,588
Guansing, Satvir Kaur	85,488	Hamilton, Kieran	94,151	Harty, Tanya	70,085
Guenther, Sharon	86,270	Hammond, Shea	51,665	Harty, Wayne	71,686
Guenther, Zonia	77,955	Handford, Louise	89,096	Harvey, Alyssa	63,914
Guenzel, Suzanne	92,403	Hango, Valerie	73,134	Harvey, Ella	88,019
Guerra, Fernando	82,216	Haniff, Irfaan	69,865	Hassman, Breanne	71,846
Guerra, Rachel	51,393	Hanlin, Deborah	65,977	Hastings, Nadine	58,247
Guerrero, Marielena	111,994	Hanna, Shari	112,695	Haubrich, Georgena	90,716
Guião, Andrea	84,588	Hannaford, Nicole	104,675	Haukaas, Barry	95,468
Gulak, Aarron	67,613	Hannah, Rhonda	99,120	Hauser, Corina	82,335
Gulka, Suzanne	112,143	Hannah, Suzanne	94,967	Hauser, Jeff	107,909
Gumban, Avelino Jr	124,054	Hansinger, Sonia	96,563	Hauser, Jessica	85,253
Gummesson, Keri Lyn	97,204	Hanson, Alexandra	112,586	Hawco, Nicole	77,065
Gunther, Tamara	59,134	Hanson, Brenda	120,643	Hawes, Cynthia	90,679
Gupta, Sangeeta	81,952	Hanson, Caitlin	73,491	Hawken, Katelyn	78,429
Gurski, Penny	123,730	Hanson, Nancy	101,572	Hawkins, Cynthia	95,095
Gust, Louise	73,037	Hanson, Nicole	60,786	Hawkins, Pamela	129,413
Gust, Raymond	75,526	Hanson, Rachelle	92,051	Hayes, Penny	52,392
Gustilo, Andrea	98,854	Hanson, Trisha	84,288	Hayes, Terra	82,270
Gutheil, Jocelyn	124,233	Hantke, Kerri	50,273	Hayter, Carrie	102,982

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Hazen, Michelle	93,273	Herzog, Sharla	107,579	Hoffart, Jill	65,139
Hazzard, Brandy	51,136	Hesketh, Brittney	64,044	Hoffarth, Kristin	76,409
Head Sabtiu, Helen	63,746	Hess, Cassidy	51,641	Hoffert, Michele	81,411
Head, Dorothy	61,835	Hetke, Christopher	78,357	Hoffman, Christie	94,151
Heaney, Celeste	108,228	Heuchert, Wendy	90,763	Hoffman, Shelley	114,462
Hearn, Carrie	57,260	Hewson, Roberta	104,095	Hoffmeyer, Anette	93,210
Heathcote, Jessica	55,033	Hextall, Denise	83,971	Hogberg, Roger	50,850
Heathcote, Jon	78,743	Hextall, Gail	79,935	Hogg, Sarah	105,366
Heathcote, Shelby	65,170	Heywood, Danae	85,312	Hogg, Shawna	64,218
Hebert, Ann	117,614	Hickey, Alexandra	70,095	Holba, Nicole	106,734
Hebert, Deanna	92,553	Hickey, Jacquelin	69,446	Holden, Kathryn	96,688
Hebig, Sandra	53,686	Hicks, Daniel	77,449	Holden, Laura	100,722
Hedley, Divona	52,586	Hicks, Lisa	56,242	Holfeld, Kyle	68,417
Hedley, Tera	52,242	Hicks, Roy	68,007	Holfeld, Sandra	68,865
Heebner, David	91,957	Hiebert, Brenda	91,017	Hollebeke, Coleen	52,071
Heenan, Donald	74,746	Hiebert, Nicola	65,383	Holliday, Michele	93,612
Heerspink, Brett	87,702	Hiebert, Orrey	85,500	Hollinger, Ashley	94,990
Hegedus, Beverley	87,101	Higgins, Edward	273,348	Hollinger, Colleen	95,567
Hegglin, Karen	80,980	Hiibner, Michelle	64,317	Holloway, Lindsay	72,334
Heiberg, Melody	80,819	Hilderman, Laura	51,508	Holm, Krista	60,377
Heidt, Margaret	55,416	Hill, Amanda	67,466	Holmes, Heather	93,649
Hein, Shannon	133,400	Hill, Carrie	69,589	Holmes, Kurtis	66,008
Heinemann, Trevor	58,297	Hill, Kristie	70,637	Holmes, Marcia	51,421
Heinitz, Kendra	57,754	Hill, Micheal	88,559	Holmstrom, Carol	54,929
Heinrichs, Menno	109,474	Hill, Shane	82,552	Holness, Kandace	88,706
Heisler, Brittany	51,601	Hill, Sherry	94,226	Holness, Roland	72,769
Helfrick, Michelle	62,197	Hill, Stefanie	77,504	Holowatuk, Kayla	96,263
Heller, Lacey Jayde	67,230	Hill, Trisha	74,314	Holt, Shawna	93,231
Helmond, Dan	69,427	Hills, Jodie	76,764	Holt, Trina	125,290
Helmond, Wendy	84,411	Hinno, Suzanne	50,686	Holzappel, Donna	60,213
Hemm, Sheree	96,266	Hipfner, Shelly	57,865	Hominuke, Shari	50,883
Hendrickson, Brenda	153,520	Hipolito, Ana Liza	120,428	Hoogeveen, Lance	95,041
Hengen, Jeanette	96,661	Hipolito, Christabella	122,310	Hook, Karla	52,772
Henley, Jean	53,862	Hipolito, Melvin	133,764	Hookenson, Jennifer	77,874
Henneberg, Patricia	93,695	Hitchcock, Edward	108,566	Hooker, Cara	147,993
Hennessy, Erica	71,545	Hitchcock, Jenna	90,704	Hooker, Paula	83,088
Hennink, Maurice	263,420	Hitchings, Amanda	102,659	Hooper, Vivian	93,729
Henricksen, Rosemary	69,708	Hitchings, Kristin	65,845	Hopfauf, Lori	158,576
Henry, Lana	88,131	Hnidek Wilson, Lydia	103,169	Hopkins, Elaine	54,721
Herback Chabot, Lorraine	50,770	Hobbins, Melanie	75,988	Horbal, Amanda	92,968
Herber, Yvonne	71,028	Hockley, Alyssa	63,345	Horejda, Natalie	91,451
Herbert, Tamara	71,943	Hodel, Donna	60,002	Hornoi, Denise	55,739
Herczakowski, Leanne	102,287	Hodel, Jennifer	76,764	Horse, Lucille	84,185
Herman, Heather	93,688	Hodge, Jacquelin	56,751	Horsman, Eden	80,880
Herman, Jacquelin	73,355	Hodges, Rachel	103,478	Horsman, Paulette	129,107
Herman, Kayley	89,384	Hodgins, Jeremy	72,571	Horvath, Joyce	54,233
Hermanus, Kim	53,728	Hodgins, Ryan	75,032	Horvath, Ken	74,394
Hernani, Xyzary	120,066	Hodson, Dellina	89,514	Horvath, Lois	98,795
Herod, Corey	113,309	Hodson, Paul	99,023	Horvey, Lisa	64,487
Herod, Elizabeth	94,026	Hoeflicher, Jean	76,442	Hotchen, Marlene	91,667
Herold, Joanne	53,021	Hoelt, Luba	50,838	Hough, Jan	73,721
Herom, Wendy	64,422	Hoelt, Tracy	78,215	Houliston, Lhasa	68,131
Herperger-Govend, Kristy	101,715	Hoehn, Jenna	76,058	Hourd, Brooke	78,365
Herridge, Brittney	95,146	Hofer, Sandra	98,886	House, Caitlin	70,308
Herzog, Mark	91,285	Hoff, Naomi	78,958	Howat, Henriette	125,154

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Howe, Karen	81,027	Ignerowicz, Kacee	60,790	Jardine, Jeannette	111,142
Howie, Douglas	83,838	Ikeogu, Victoria	53,467	Jarikre, Alero	142,842
Howie, Linda	52,586	Illingworth, Linde	86,863	Jaster, Brian	78,669
Howie, Naomi	54,836	Ingeniero, Rona	92,747	Jaworski, Brenda	77,413
Howse Lalonde, Brenda	72,893	Ingham Petrescue, Carol	66,089	Jeannot, Alayna	100,070
Hoyum, Jo Anne	64,731	Ingham, Julia	102,080	Jeannot, Sharon	78,630
Hozempa, Alissa	75,704	Ingjaldson, Marjorie	141,877	Jeannotte, Amy	69,684
Hrynowsky, Denice	74,012	Ingleby, Joanna	98,518	Jeena, Vinesh	441,780
Hrynowsky, Sheldon	96,213	Ingram, Jamie	84,424	Jelinski, Elyse	73,085
Hsieh, Patty	52,663	Ingram, Lynne	95,718	Jellow, Mary	93,132
Hubbard, Carol	55,902	Ingram, Shanneen	66,163	Jendrasheke, Melissa	99,011
Hubbard, Crystal	53,985	Ingrouville, Bonny	66,831	Jensen, Chris	88,419
Hubbard, Larry	60,876	Inkson, Sheryll	114,722	Jensen, Jeremy	51,556
Huber Flahr, Charlene	101,527	Innes, Heather	103,007	Jensen, Karen	75,876
Huber, Jillian	76,550	Innes, Jamie	50,274	Jensen, Kerry	76,258
Huber, Kristyn	85,431	Innes, Jennifer	84,490	Jerome, Allison	52,732
Huber, Laurel	82,172	Inot, Verna	88,415	Jeske, Jacqueline	78,624
Huber, Michelle	71,699	Iqbal, Zahid	108,557	Jeske, Winona	98,340
Huber, Terry	132,589	Ireland, Nicholas	66,987	Jessup, Amanda	114,100
Hubic, Deanna	52,537	Iroh, Imose	111,189	Jewett Curley, Emilie	93,194
Hubic, Nikkoli	79,450	Isaac, Michelle	121,294	Jeworski, Debra	62,971
Hubic, Tracy	70,404	Isaac, Treena	92,326	Jinks, Sarah	92,476
Hubich, Fran	110,935	Isabelle, Natalie	64,841	Jinson, Stephanie	88,971
Hubick, Chelsey	79,320	Isleta, John Mark	74,203	Joaquin, Michelle Joy	51,040
Hubick, Corynn	87,006	Isleta, Ma Lourdes	61,411	Johannson, Julia	61,642
Hubick, Kayla	84,993	Issac, Divya	75,516	Johannson, Kara	51,525
Hubick, Murray	108,521	Issel, Brenda	88,615	John, Anu Mon	50,691
Huculak, Debra	75,605	Issel, Curtis	105,410	John, Neethu	80,875
Hudson, Dena	68,096	Isted, Cheryl	83,803	John, Sheeba	50,476
Huebner, Sheryl	64,541	Ivanochko, Elizabeth	56,938	Johns, Amy	61,070
Huffman, Shanna	52,303	Iverson, Lisa	60,287	Johns, Brandy	75,297
Hugg, Shauna	98,417	Iverson, Paul	100,635	Johns, Kirby	101,454
Hughes, Carly	98,651	Jackiw, Susan	105,172	Johnson Apperley, Cherie	66,284
Hughes, Cynthia	135,491	Jackson, Andrea	78,580	Johnson Fong, Terry	60,906
Hugie, Beata	74,276	Jackson, Cheryl	69,242	Johnson, Alana	55,728
Hukee, Tanay	73,752	Jackson, Donna	90,960	Johnson, Amos	87,277
Hung, Loren	112,110	Jackson, Elvira	81,111	Johnson, Brenda	102,586
Hunt, Candace	64,325	Jackson, Erica	53,560	Johnson, Dawn	51,213
Hunt, Donna	99,440	Jackson, Jeffery	95,820	Johnson, Dawn	113,970
Hunt, Kimberley	92,953	Jackson, Marlene	100,335	Johnson, Diane	66,992
Hunter, Nancy	95,662	Jackson, Shannon	103,045	Johnson, Eleanore	50,650
Hunter-Harms, Robyn	88,029	Jacob, Joanne	88,257	Johnson, Janine	75,133
Hur, Young Ran	73,301	Jacobs, Dawn	85,036	Johnson, Janis	124,690
Hustak, Jon	68,732	Jacobson, Sharon	63,597	Johnson, Jean	51,482
Hutchings Besse, Janice	158,701	Jacobson, Shelley	95,787	Johnson, Kandus	94,980
Hutton, Amy	78,393	Jalloh, Bashir	74,948	Johnson, Karen	66,430
Huys, Deborah	50,545	James, Jeffory	68,180	Johnson, Laurie	111,716
Hydaman, Janis	88,693	Jamieson, Brenda	109,575	Johnson, Miriam	74,647
Hyer, Jeanne	67,483	Janeczko, Nicole	74,003	Johnson, Pamela	111,147
Hysuick, Kerri	88,076	Jan-King, Jennifer	58,623	Johnson, Penelope	65,650
Iannetta, Victoria	92,357	Janotta, David	64,830	Johnson, Sara	123,450
Ibalio, Wenzzy	75,706	Janzen Claude, Jennifer	126,859	Johnson, Sherry	104,172
Idem, Idongesit	83,054	Janzen, Donna	50,732	Johnson, Tammy	72,280
Idema, Joann	76,309	Janzen, Patti	100,626	Johnson, Vaughn	113,590
Idt, Christie	74,143	Japson, Jhoanna Norie	53,284	Johnston, Heather	66,426

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Johnston, Heather	99,379	Karr, Audrey	54,280	Kentz, Sherry Lorraine	51,878
Johnstone, Corrina	79,144	Karr, Theresa	84,192	Kernechuk, Chelsea	87,265
Jolly, Shannon	65,512	Karreman, Willem	118,483	Kerr, Debbie	94,513
Jones, Andrea	65,379	Karst, Karen	81,211	Kerr, Sheila	85,072
Jones, Audrey	54,998	Karton, Brandy	97,757	Kessler, Camelia	74,897
Jones, Edward	609,835	Karunakaran, Kumudhini	297,273	Keyowski, Terrance	74,505
Jones, Natalie	109,851	Karza, Philip	141,769	Khalifa, Amer	530,101
Jones, Stephanie	86,313	Katchuck, Jennifer	94,671	Khan, Bibi	148,767
Jones, Tricia	109,561	Kathol, Erin	85,875	Khosa, Rupinder	51,945
Jonsson, Meranne	81,977	Kathol, Lorna	111,055	Khuber, Sarbjit	69,519
Jordan, Brooke	81,014	Kattler, Donna	64,433	Kidby, Robin	110,611
Jordan, Cynthia	50,468	Katz, Adam	103,214	Kilbach, Shelley	59,319
Jordens, Jaime	80,565	Katzberg, Blaine	107,285	Kilback, Kristin	50,226
Jordheim, Gerald	87,669	Kaufmann, Alyscia	86,459	Kim, Hea Kyung	63,597
Jordison, Cody	59,031	Kaufmann, Cindy	69,465	Kimpton, Karen	109,844
Jorgensen, Carla	69,154	Kaur, Bimaljeet	79,199	Kinaschuk, Karen	74,250
Jorgensen, Dawn	84,332	Kaur, Birdavinder	54,893	Kinash, Shelley	58,372
Jorgensen, Krista	71,391	Kaur, Narinder	53,872	Kincaid, Robert	77,092
Jors, Roberta	95,050	Kaur, Ramanjeet	71,716	Kindred, Jasmine	78,545
Jose, Neena	50,679	Kaur, Sandeep	96,297	King, Brenda	110,520
Joseph, Jobin	50,194	Kausar, Rehana	128,018	King, Kathleen	104,024
Joshi, Sandhya	64,059	Kausar, Robina	50,178	King, Krista	74,011
Joss, Breanne	95,280	Kausar, Safina	65,495	King, Megan	98,050
Juatco, Mark Gerhard	113,624	Kavita, Britney	81,644	King, Michelle	52,550
Jubenvill, Jana	53,375	Kay, N'Tanis	74,001	King, Tina	94,439
Juganas, John	111,941	Kaytor, Christa	84,820	Kinneberg, Lorie	105,172
Juggernath, Ava Christie	89,835	Kaytor, Jeanette	92,081	Kinney, Patricia	91,891
Juneau, Jamie	50,722	Kaytor, Jessica	97,064	Kinney, Wendy	99,667
Jury, Jessica	110,875	Kaytor, Jill	93,620	Kirby, Brandy	62,976
Kabay, Susan	55,304	Kaytor, Rae	78,758	Kirchhofer, Devin	67,909
Kabernack, Karrah	53,593	Kaytor, Susan	83,532	Kirk, Roxanne	78,606
Kabrud, Natasha	66,811	Keddy, Jason	50,298	Kirkness, Shane	114,795
Kachaluba, Tamara	113,244	Keenan Arp, Cathy	107,535	Kirsch, Elizabeth	53,777
Kaczmar, Jennifer	133,102	Keep, Sandra	85,827	Kirstein, Lynnise	94,845
Kaedan, Annette	80,018	Keffer, Michael	72,643	Kisil, Shelly	55,478
Kainz, Cassandra	58,568	Kehoe, Sharon	73,186	Kisilowski, Mary	110,898
Kalapesi, Zarin	454,016	Kehrig, Nicole	88,239	Kitchen, Brent	121,629
Kallichuk, Georgina	55,632	Kelbaugh, Jeff	80,138	Kitchen, Noreen	51,653
Kalynka, Kathy	53,068	Keleman, Jacqueline	65,830	Kitz, Natasha	97,284
Kamali, Marzieh	88,455	Keleman, Kathy	56,453	Kitzul, Twyla	85,439
Kambeitz, Shelley	56,945	Kell, Tracy	72,418	Kivell, Theresa	73,531
Kammer, Andrea	66,563	Keller, Jacquelin	61,698	Klassen, Carol	275,177
Kananura, Goreth	51,226	Keller, Jenny	131,473	Klebeck, Deana	108,218
Kane, Kyra	59,463	Keller, Leigh	102,057	Klein, Abby	74,145
Kapell, Annette	78,411	Kellington, Grenda	72,899	Klein, Adam	75,200
Kapell, William	85,313	Kelln, Kim	65,404	Klein, Carl	98,310
Kapp, Allison	78,254	Kelly, Bette	85,542	Klein, Gregory	51,613
Karchewski, Braden	55,102	Kemp, Michelle	78,795	Klein, Raelynn	56,991
Karchewski, Kailee	77,745	Kempton, Brian	80,936	Klein, Shayna	52,553
Karchewski, Natalie	80,590	Kendrick, Susan	97,972	Klein, Shelley	108,090
Kardash, Bruce	89,429	Kennedy, Claudette	53,533	Klein, Tom	97,800
Kardynal, Ben	75,725	Kennedy, Leigh	86,112	Klein, Tracy	83,051
Kari, Amber	61,186	Kennedy, Rachel	77,112	Kleisinger, Brenda	109,135
Karnes, Flo	99,780	Kennedy, Treina	77,923	Kletchko, Joanne	89,808
Karpa, Deborah	111,609	Kent, April	53,258	Klimczak, Christina	104,755

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Klippenstine, Vicki	50,409	Kovach, Shelley	50,748	Kuhns, Erin	52,586
Klotz, Brenda	72,279	Kowal, April	53,848	Kuhtz, Tracy	108,396
Klotz, Steven	105,172	Kowalsky, Anna-Marie	69,862	Kula, Alicia	122,430
Kluz, Kelci	72,347	Kowbel, Shannon	62,833	Kullman, Pauline	91,511
Klyne, Renee	52,343	Koza, Scott	81,368	Kumar, Dinesh	52,343
Knapman, Jamie	79,699	Kozack, Katherine	115,770	Kumar, Seema	91,439
Knapp, Randall	182,579	Kozak, Charlene	105,845	Kun, Kerri	50,950
Knibbs, Richard	74,743	Kozak, Daryl	69,221	Kuntz, Agatha	64,935
Knight, Josh	78,565	Kozak, Lori	86,816	Kuntz, Brent	54,107
Knoblauch, Shelby	73,461	Kozak, Rebecca	75,370	Kuntz, Donald	112,527
Knoll, Jennifer	74,816	Kozak, Susan	71,759	Kuntz, Jody	111,160
Knorr, Sherell	86,701	Kozak, Tammy	95,372	Kuntz, Lisa	53,369
Knourek, Brenda	66,309	Kozakewycz, Courtney	62,407	Kunz, Koreena	54,175
Knouse, Kaitlin	85,168	Kozakewycz, Diane	126,660	Kupchyk, Sherri	102,176
Knowles, Elizabeth	83,424	Kozusko, Jarrett	67,243	Kuppenbender, Stella	66,383
Knox, Jamie	55,099	Kraemer, Diana	96,457	Kurenoff, Joanne	94,557
Koch, Jessie	66,332	Kraemer, Sarah	86,243	Kurucz, Rhonda	64,561
Kochar, Tenille	70,603	Kraetzig, Maria	97,247	Kuruliak, Joanne	76,608
Kochylema, Monica	69,240	Kraft, Sherry	94,535	Kushniruk, Sharisse	74,544
Koffler Hubbs, Lorilyn	144,604	Krahenbil, Angel	66,432	Kuyek, Janelle	100,275
Kohl, Alyssa	61,724	Krahenbil, Elizabeth	63,098	Kuzenko, Ivy	64,804
Kohl, Dan	158,701	Krahn, Kaitlyn	82,871	Kuzma, Bettyann	76,588
Kohlruss, Debbie	73,991	Krahn, Kathy	96,425	Kuzyk, Karen	78,121
Kokoski, Lorrie	76,302	Krall, Carrie	126,552	Kwan, Davin	93,540
Kolb, Lavonne	110,939	Kramer, Nancy	57,209	Kwan, Man Kwok	77,881
Koltun, Margaret	93,978	Kramer, Sheri	74,300	Kwasny, Kendra	66,416
Komodowski, Jenna	83,698	Krause, Catherine	80,657	Kwochka, Brooke	73,858
Kong, Judith	104,359	Krause, Ruth	50,055	La Haye, Chantel	59,437
Konieczny, Bozena	57,060	Kraushar, Larry	100,259	Labensky, Cheryl	95,020
Koot, Amy	68,691	Krawchuk, David	52,952	Labossiere Karda, Tara	108,536
Kopytko, Kasandra	58,053	Kreis, Debbie	124,545	Labossiere, Anita	97,964
Korchinski, Jaime	117,415	Kreklewich, Jennifer	56,009	Labreche, Christy	55,700
Koroll, Lisa	52,262	Krepakevich, Kevin	94,151	Labuanan, Marcela	73,589
Koronkiewicz, Carol	70,258	Kreshewski, Nathalene	58,779	Lachambre, Roxanne	89,127
Korpan, Sheila	62,450	Kress, Brittany	59,838	Lachowitz, Amanda	78,891
Korsberg, Karina	54,652	Kress, Dorena	96,416	Laclaire, Jacqueline	51,356
Kosabek, Debbie	109,400	Kress, Jenna	57,862	Ladouceur, Martin	79,835
Kosar, Deloris	104,088	Kress, Jodi	58,084	Lafayette, Esther	97,777
Kosar, Tammy	65,026	Kress, Louise	52,829	Lafleur, Lisa	94,151
Kosik, David	103,804	Kristoff, Jonathan	54,296	Lafontaine, Christopher	84,875
Kosloski, Jeffrey	55,436	Kroeger, Andre	156,416	Lafoy, Angela	70,125
Kosloski, Shayla	82,435	Krogsgaard, Ashley	70,838	Laframboise, Shanna	80,179
Kostiuk, Cheryl	99,242	Krogsgaard, Lorraine	90,127	Lafreniere, Shona	71,978
Kostiuk, Laurie	84,374	Krohn, Sheila	82,725	Lagrimas, Arlene	93,411
Koszman, Kelsey	89,086	Krueger, Becky	73,025	Lagrimas, Rodolfo	76,741
Kot, Nancy	95,797	Kruppi, Denise	88,678	Lague, Dave	84,816
Kot, Pamela	96,759	Krupski, Angela	127,422	Lai, Chun Ling	80,965
Kotopski, Kimberley	70,726	Krupski, Lynden	55,112	Laidlaw, Cinda	77,818
Kotowich, Richard	81,682	Krupski, Michelle	85,434	Laigo, Michael	99,825
Kotrla, Allison	78,602	Kruszelnicki, Trina	81,977	Laing, David	53,114
Kotylak, Diane	99,653	Kryklywicz, Amanda	50,319	Laliberty, Ashly	85,680
Kotylak, Kelsey	59,929	Krysak, Kathleen	86,986	Lalonde, Lorna	66,089
Kotylak, Rhonda	95,610	Kubiak, Angela	110,090	Lamb, Patricia	96,707
Kotzer, Kelly	67,073	Kucey, Melissa	86,493	Lamb, Sabrina	75,501
Koutsoulis, George	95,665	Kuculym, Jeannette	102,400	Lambert, Jennifer	74,213

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Lamers, Dana	93,325	Lawrek, Stephanie	53,136	Lesko, Sandra	79,571
Lamon, Pamela	54,188	Lawrence, Janice	73,558	Leslie, Cori	76,964
Lamont, Loretta	51,973	Lawrence, Monica	104,147	Lestage, Tanya	108,375
Lamontagne, Matthew	99,067	Lawrence, Robin	88,385	Letain, Rae Lynn	76,265
Lampa, Lieza	51,467	Lawrence, Trisha	59,495	Letang, Arlis	78,335
Landy, Amanda	71,039	Lawson, Sara	91,231	Letsche, Nancy	69,311
Lane, Kimberly	91,591	Layman, Blair	101,556	Leugner, Kimberly	73,264
Lang, Danita	105,544	Layman, Holly	92,963	Leung, Clayton	86,246
Lang, Edith	56,564	Lazo, Arlene	83,231	Leung, Shaun	60,397
Lang, Kathleen	78,016	Lazurka, Christine	52,896	Leurer, Deanne	137,159
Lang, Kelly	118,091	Leader, Jody	53,134	Levasseur, Julie	57,636
Lang, Michael	109,290	Leblanc, Colette	73,580	Levchenko, Illia	68,411
Lang, Rae Lynn	106,063	Leblanc, Edward	115,124	Levesque, Cindy	55,914
Lange, Simon	84,633	Leclair, Donna	54,994	Lewchyshyn, Marcy	54,515
Langelier, Julie	53,455	Leclerc, Kelly	87,216	Lewis, Barbara	71,039
Langevin, Monica	95,182	Lee, Janice	94,516	Lewis, Daniel	94,252
Langford, Amanda	76,910	Lee, John Carlo	53,561	Lewis, Katherine	122,093
Langford, Linda	116,981	Lee, Patrick	52,445	Li, Feng Ling	66,205
Langgam, Lou	100,162	Leech, Kathy	72,709	Li, Yali	68,729
Langley, Stephanie	106,096	Leflar, Blaine	77,422	Libarnes, Rhea	62,302
Langman, Brooke	79,436	Legard, Jennifer	83,462	Lichtenwald, Melissa	82,438
Lanh, Huong	68,768	Legault Lalonde, Marie	89,458	Lico, Vincent	72,888
Lanigan, Krista	56,804	Legault Wilson, Dionne	106,613	Licudine, Maria Elena	54,239
Lanina, Tina	67,613	Legault, Cheryl	109,923	Liebold, Bobbi	91,285
Lapchuk, Michael	71,820	Legault, Dana	96,200	Liebold, Gloria	53,880
Laplan, Dora	76,817	Leggott, Michelle	74,698	Ligue, Neil	95,226
Lapointe, David	58,011	Lehr, Craig	71,039	Limos, Maricris	70,635
Larkin, Rebecca	51,545	Leibel, Andrea	78,717	Lindemann, Anne	74,966
Larochelle, Tara	53,769	Leibel, Greg	100,671	Lindemann, Debra	78,382
Larocque, Kaylen	74,393	Leibel, Lori	93,473	Lindo, Nina	81,310
Laron, Demelza	57,373	Leibel, Shelley	52,586	Lindquist, Kerri	65,021
Larose Heidt, Gail	54,475	Leier, Barbara	100,211	Lindsay, Lauren	63,058
Larsen, Derrick	158,661	Leier, Nichole	62,341	Lindstrom, Lee	74,923
Larsen, Judy	70,976	Leier, Owen	100,814	Lingelbach, Chad	150,851
Larsen, Pamala	102,972	Leier, Rose	98,113	Lingelbach, Karen	52,902
Larson, Charlotte	61,286	Leik, Sheritee	52,196	Lingelbach, Tara	100,613
Larson, Katrina	51,752	Leippi, Dawn	118,285	Linklater, Lyn	75,051
Larson, Laureen	62,687	Leippi, Sandra	54,974	Linnen, Alison	81,479
Larson, Susan	92,235	Leischner, Donna	54,985	Linton, Janna	52,043
Lasalle, Christine	104,272	Leisle, Sharleen	53,782	Lipinski, Chelsea	97,866
Lasko, Gerri	85,806	Leitch, Linda	63,718	Lipp, Jade	73,787
Lastimos, Grachelle	106,919	Lekcharoen, Raymond	105,228	Lippai, Jennifer	131,827
Latimer, Christine	104,708	Lemmons, Dagny	69,702	Littman, Sarah	92,662
Latimer, Wanda	81,178	Lemoine, Julie	98,999	Litzenberger, Andrea	85,288
Latina, Hanna	92,398	Leniuk, Terri	86,480	Litzenberger, Angela	55,599
Latorre, Alpha	73,962	Leonard, Ellie	93,414	Litzenberger, Carla	53,707
Latoski, Katherine	100,394	Leonard, Mathieu	95,234	Litzenberger, Laura	89,612
Latrace, Susan	91,913	Leonard, Shauna	108,561	Liu, Yun	94,114
Lauman Hartmier, Barbara	108,007	Leonor, May Clyde	109,665	Livingston, Crystal	86,072
Laursen, Becky	78,073	Leontowicz, Kevin	57,302	Livingstone, Charly	94,654
Lautermilch, Charlene	57,616	Lequyer, Jordan	55,453	Lizee, Rona	98,295
Lavallee, Ivor	50,873	Lerminiaux, Marc	69,163	Ljubic, Carissa	93,359
Lavoie, Laura	73,751	Leruyet, Charmayne	122,095	Ljubic, Donovan	124,862
Lavoie, Pamela	63,903	Leshchyshyn, Crystal	64,484	Llarena, Melanie	130,562
Lawlor, Karen	57,848	Lesko, Richard	65,155	Lloyd, Kathleen	111,762

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Lobban, Caitlin	98,518	Lund, Erin	98,089	MacTavish, James	81,298
Locke, Joni	66,288	Lund, Starla	101,243	Madarash, Carol	57,277
Lockeridge, Keith	74,029	Lunde, Kenda	87,791	Madrilejos, Estefania	81,003
Lockert, Angela	96,440	Lundy, Debbie	94,151	Maduck, Tricia	109,921
Lockert, Elizabeth	99,101	Lupuliak, Vincent	54,118	Magallanes, Maria Lorena	95,987
Lockert, Jenna	80,655	Luther, Rae	65,976	Maghilom, Mergie	55,312
Lockert, Lori	84,907	Lutz, Wendy	65,297	Maglangit, Charlen	50,969
Lockhart, Kristal	87,319	Luzon, Clarissa	111,206	Maglaya, Mary Grace	53,308
Lodoen, Casey	59,272	Lynch, Brant	78,972	Magnus, Samantha	73,479
Logie, Brenda	55,531	Lynn, Sandra	108,814	Magnuson, Maureen	93,185
Loire, Robyn	72,905	Lyons, Shelby	52,616	Magnusson, Shelly	54,991
Lolacher, Susan	73,801	Lys, Catherine	78,905	Magotiaux, D Arcy	148,774
Lomenda, Janice	75,903	Ma, Hong	70,912	Maguire, Rebecca	101,296
Lonethunder, Vivian	74,536	Maas, Allison	111,352	Mah, Jeffrey	108,387
Longpre, Odile	169,467	Mabaet, Cherry	53,834	Mahnich, Haley	84,335
Loos, Francis	62,269	Macagba, Angelito	82,790	Mahoney, Patricia	58,207
Lopez, Amherstia Novy	133,569	Macagba, Launi Ann	73,515	Maier, Danielle	59,303
Lorenc, Michal	61,913	Macalldesantamar, Ana	136,736	Maier, Janet	96,904
Lorencz, Beverley	66,089	Macapagal, Marissa	129,231	Maierhoffer, Shelly	111,989
Lorencz, Chantel	111,282	Macausland Berg, Dianne	87,788	Mailloux, Angele	72,736
Lorencz, Taryn	129,498	MacDonald Hedman, Alexandra	58,420	Mainil, Ricki	84,521
Lorenz, Anita	75,572	MacDonald, Scott	97,550	Mains, Aimee	65,664
Lorenz, Julie	60,213	MacDonald, Tanya	63,406	Mak, Joanne	76,786
Lorenz, Kara	79,074	MacDuff, Robert	58,411	Makelki, Catherine	95,812
Lorenzana, Corazon	81,725	MacFarlane, Caitlin	67,364	Makie, Catherine	108,396
Lorenzo, Anthony	75,006	MacFarlane, Jenny	52,586	Makowsky, Tami	55,649
Loszchuk, Marc	61,133	MacFarlane, Shera	96,820	Maksymew, Sharon	96,910
Lott, Angela	93,216	MacGregor, Shirley	51,919	Malach, Shirley	99,889
Loucks, Cheryl	98,818	Machan, Ashley	80,061	Malang, Edwin	96,015
Louis, Debbie	69,870	Machuk, Kerry	79,786	Malang, Marissa	91,027
Loveridge, Karen	114,124	MacIntosh, Ian	73,650	Malegus, Ken	87,184
Lovett, Nicole	92,158	Mack, Ellen	75,448	Mali, Bahera	371,485
Low, Ken	106,252	MacKenzie, Deborah	54,728	Malik, Roxana	92,745
Lowe, Barbara	53,332	MacKenzie, Karen	92,454	Mama O, Maira	129,840
Lowe, Jennifer	98,896	MacKenzie, Michael	61,167	Mamais, Anna	50,894
Lowes, Terrilynn	52,586	Mackie, Judy	73,213	Mamchur, Grant	137,069
Lowey, Jana	96,693	MacKinnon, Laurie	62,134	Mamula, Radojka	108,634
Lowey, Judith	80,374	Macknak, Errin	86,910	Manalaysay, Nimfa	56,368
Lu, Chantal	51,386	MacLean, Jana	61,990	Manaligod, Catherine	101,518
Lu, Xiaoqing	88,494	MacLellan, Melissa	83,836	Manalo, Lulu	69,949
Luansing, Jemuel	72,124	MacLennan, Amy	86,056	Manchester Miller, Samantha	86,547
Luba, Richelle	72,219	MacLennan, Deborah	93,504	Mancuso, Debra	130,553
Lubachowski, Gwenda	85,914	MacLeod, Christoph	59,462	Manganop, Louie	107,363
Lubas, Mirek	78,093	MacMillan Tyson, Jamie	79,108	Manley, Sophia	103,615
Lucas, Faye	52,586	MacMillan, Leanne	71,258	Mann, Candace	57,188
Lucero, Dranreb	98,752	MacMillan, Robert	94,380	Mann, Douglas	84,830
Lucero, Jocelyn	98,315	MacMillan, Ryan	54,183	Mann, Karen	62,052
Luciak, Ken	131,156	MacNeil, Sharon	53,549	Mann, Karen	67,362
Luciuk, Leann	74,621	MacNeill, Dana	55,075	Mann, Suba	234,111
Lucyk, Madeleine	81,494	MacPhee, Linda	71,740	Manson, Michelle	56,664
Ludwikowski, Rick	63,352	MacPherson, David	88,138	Mantesso, Cheryl	55,393
Luff, Heather	93,396	MacPherson, M Janice	84,635	Mantilla, Dannice Anne	60,894
Luistro, Cindy	88,275	MacTaggart, Darlene	66,693	Mantilla, Mark	89,155
Lukey, Patrick	118,227	Mactal, Napoleon	97,764	Mantyka Whitford, Elaine	71,903
Lumb, Kim	70,045			Manuel, Cesar	59,267

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Manz, Cathy	51,043	Maw, Lester	88,523	McGillivray, Natalie	54,709
Manz, Tammy	68,134	Maximchuk, Sandra	65,539	McGonigal, Valerie	65,736
Marasigan, Nerijol Michellani	130,285	Maycong, Maggie	121,751	McGown, Brandi	89,085
Marbil, Ruth	54,011	Mayer, Christopher	104,961	McGrath, Elizabeth	106,478
Marce, Michelle	78,703	Mayer, Megan	76,719	McGregor Weekes, Sarah	94,778
Marchand, Karmen	63,614	Maynes, Julie	161,981	McGregor, Nikki	52,492
Marchigiano, Kelly	56,738	Mazer, Mallory	90,805	McGregor, Rhonda	73,843
Marchildon, Ginette	85,358	Mazinke, Nadine	68,525	McIlmoyl, Amy	53,144
Marchildon, Marianne	94,768	Mazur, Janelle	84,561	McIntaggart, Glen	73,442
Marcynuk, Richelle	72,619	Mazur, Mark	139,930	McIntosh, Shawn	74,767
Marean, Frederick	76,077	Mbasela, Phyllis	75,874	McKay, Darshan	58,660
Maregoudra, Seema	63,384	Mbugua, Grace	118,815	McKay, Lisa	99,076
Marins, Lisete	54,698	Mcauley, Karen	69,895	McKechnie, Kimberly	78,227
Marissen, Debby	110,742	Mcauley, Valerie	101,476	McKechnie, Marlene	85,680
Markle, Tracy	97,110	Mcavoy, Erin	95,629	McKechnie, Michael	86,699
Marko, Bonnie	61,754	McBride, Melissa	91,768	McKee, Michael	50,189
Markwart, Corinne	89,306	McCabe, Debra	102,560	McKeil, Kristin	55,837
Marlin, Leslie	79,406	McCallum, Karen	113,030	McKellar, Hector	83,853
Marsh, Virginia	108,396	McCallum, Shannon	75,909	McKellar, Morgan	67,122
Marshall, Bonny	92,717	McCann, Linda	104,771	McKenna, Leah	53,021
Marshall, Dean	108,396	McCann, Michael	82,567	McKenzie, Kristen	73,491
Marshall, Joan L	73,362	McCann, Nancy	87,459	McKenzie, Lynn	57,864
Marshall, Sarah	85,491	McCarron, Michelle	126,534	McKenzie, Sharron	79,277
Martens, Morgan	98,542	McCaw, Kristen	83,526	McKenzie, Tracy	56,730
Martin, Arlene	76,966	McClement, Laurel	76,089	McKim, Darcy	91,212
Martin, Ashlie	50,621	McClement, Sam	91,820	McKinnon, Carolyn	79,056
Martin, Donalee	103,188	McClughan, Landace	93,525	McKinnon, Faye	71,495
Martin, Donna	68,952	McClymont, Kimberly	53,978	McKinnon, Nicole	77,235
Martin, Jason	59,273	McCorrison, Sheri	78,755	McKnight, Stephen	59,047
Martin, Karla	86,409	McCrea, Morgan	92,855	McKnight, Tracie	75,300
Martin, Neoma	92,771	McCready Wirth, Avril	53,563	McLaughlin, Leanne	81,125
Martin, Roxanne	71,297	McCrystal, Doreen	69,469	McLaughlin, Linda	79,778
Martin, Wendy	86,202	McCrystal, Wendy	75,305	McLean, Bonnie	75,106
Martinez, Ferry	121,355	McCullough, Adriana	54,054	McLean, Catherine	57,178
Martinez, Oscar	75,585	McCullough, Lois	98,246	McLean, Charlotte	96,949
Martinoock, Kayla	74,721	McCurry, Terryann	97,172	McLean, Dixon	87,702
Marynick, Marlin	97,791	McCutcheon, David	316,865	McLean, Kelly	84,903
Mason, Julianne	84,097	McDermaid, Karen	115,451	McLean, Magdaline	51,104
Massier, Candice	92,701	McDermit, Tamara	107,166	McLean, Michele	60,015
Massier, Jaymie	55,149	McDonald, Allison	99,003	McLean, Theresa	73,267
Massine, Darta	63,279	McDonald, Jordan	53,501	McLellan, Morgan	82,419
Massine, Darlene	90,704	McDonald, Kathryn	69,925	McLeod, Melanie	114,795
Matheis, Jacob	85,512	McDonald, Kaylie	54,574	McMechan, Anita	54,043
Matheson, Julie	89,004	McDonald, Patricia	93,266	McMechan, Janet	105,338
Matheson, Stephanie	104,214	McDonald, Paulette	101,600	McMillan, Dominique	100,440
Mathew, Lijo	51,383	McDonald, Richard	81,037	McMillan, Evangeline	51,971
Mathew, Seema	111,941	McDonald, Sandra	74,759	McMorris, Cynthia	71,235
Matisho, Kendra	86,203	McDougall, Ashley	93,300	McMullen, Cathy	103,327
Matravolgyi, Cheryl	78,088	McDougall, Brad	112,355	McNaught, Connie	94,496
Matthews, Faye	94,151	McDougall, Elizabeth	95,538	McNaughton, Sherri	78,225
Matthews, Jonathan	54,263	McEwen, Aimee	105,569	McNeil, Elaine	94,154
Matthews, Shauna Lee	70,843	McEwen, Shelly	104,672	McPeck, Randy	102,649
Matthews, Shelley	81,048	McGeough, Angela	94,923	McPhee, Linda	116,904
Matties, Debbie	69,543	McGeough, Jennelle	52,586	McPherson, Bernadett	96,149
Matychuk, Angela	74,537	McGill, Nancy	101,007	McPherson, Debbie	85,730

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
McRorie, Kelci	56,660	Miller, Diane	58,284	Monin, Beverley	61,989
McStay, Sharron	94,612	Miller, Erin	54,068	Monson, Maggie	77,174
McTaggart, Angela	95,394	Miller, Heather	111,247	Montanini, Lorna	96,031
McTavish, Darcelle	74,976	Miller, Kelly	77,390	Montano, Lisi	101,113
McWilliams, Jacquelynn	96,779	Miller, Lindsay	76,681	Montenegro, Shelley	94,262
Mead, Nicolette	62,561	Miller, Lois	91,965	Monuik, Robin	86,153
Meades, Judith	51,628	Miller, Margaret	124,885	Moody, Terrence	83,829
Meadows, Morgan	71,804	Miller, Nicole	65,582	Mooney, Dianne	97,935
Measner, Kelly	80,029	Miller, Nicole	84,186	Moore, Charlene	66,715
Meggeson, Thea	90,580	Miller, Shirley	70,930	Moore, Jade	61,389
Meider, Monica	81,360	Miller, Tamara	74,460	Moore, Kara	90,535
Melnechenko, Jody	108,491	Millette, Sonia	84,770	Moore, Laurel	86,955
Melnick, Barbara	114,813	Millie, Shanna	73,658	Moore, Melissa	89,799
Melvin, Nancy	53,772	Milton, Samantha	72,913	Moore, Michelle	58,961
Menard, Micheline	77,538	Mina, Jaime Iii	63,670	Moore, Shayna	73,189
Menegbo, Victoria	61,946	Minchuk, Rhonda	81,919	Moore, Sheila	93,033
Menke, Megan	94,400	Ming Fok, Tricia	104,053	Moore, Sherilyn	71,307
Mensah, Bridget	85,001	Minifie, Rhonda	91,420	Morales, Asvet Lana	91,829
Mercer, Crystal	99,885	Minto, Patricia	73,008	Moreau, Colleen	74,650
Mercer, James	52,845	Mireau, April	62,517	Morgan, Donna	79,717
Mercier, Maria	100,590	Mirva, Denise	108,322	Morgan, Maegan	51,635
Merifield, Steven	74,267	Mise, Callie-Rhea	51,027	Morgan, Stuart	71,280
Merin, Christopher	95,698	Miskiman, Todd	105,866	Morhart, Stacey	82,128
Merk, Kimberly	82,933	Mitchell, Angie	74,570	Morissette, Ryan	114,030
Merk, Michelle	50,249	Mitchell, Carla	77,777	Morrice, Glenda	119,993
Merkl, Jason	73,322	Mitchell, Danita	71,474	Morris, Cindy	62,201
Merriam, Debbie	66,112	Mitchell, Michael	107,447	Morris, Linda	74,910
Meston, Sheri	74,931	Mitchell, Paul Geoffrey	68,385	Morris, Roxane	84,037
Metz, Gina	159,003	Mitchell, Sheldon	57,557	Morrison, Jaime	95,514
Metz, Irene	97,270	Mitchell, Stacey	54,268	Morrison, Jennifer	64,062
Metz, Meghan	56,345	Mitchell, Tia	79,026	Morrison, Jodie	89,619
Metz, Sharon	52,148	Mitchelson, Harry	73,155	Morrison, Lisa	95,267
Metz, Tannis	59,127	Mittermayr, Stacey	95,388	Morrison, Sandra	51,706
Meyer, Kayla	94,348	Mlynarczyk, Jaelyn	74,323	Morrow, Grace	57,757
Meyer, Kristen	96,915	Moate, Shawnene	50,745	Morrow, Wendy	76,028
Meyer, Nicole	66,390	Moberly, Lori	102,872	Moryski, Adriana	58,292
Meyers, Dayna	90,471	Moc, Peter	81,381	Moses, Melissa	95,627
Meyers, Krista	77,439	Mock, Loreen	97,964	Mosewich, Cindy	120,674
Meyers, Tanya	74,933	Modderman, Jennifer	61,425	Moshenko, Megan	56,069
Michael, Bethlehem	80,311	Moeller, Michelle	73,456	Mosiman, Bonnie	95,151
Michael, Chinnu	89,163	Moeller, Whitney	85,676	Moyer, Gordon	88,228
Michayluk, Gordon	71,059	Moffat, Tracy	53,522	Mpundu, Regina	105,425
Michnik, Kaylee	65,065	Moffatt, Laura	50,283	Mroske, Lisa	92,270
Michon, Gary	57,849	Moghal Tayapad, Jasmine	78,242	Muhr, Vivian	51,603
Michon, Gerald	79,237	Mohammadi, Shakiba	102,374	Muir, Erin	70,727
Middelkoop, Shayleen	98,515	Mohr, Ann	74,512	Muir, Kaylee	89,492
Middleton, Lanna	100,980	Mohr, Janet	72,344	Mukakigeli, Margaret	51,654
Mihalicz, Helen	55,498	Mokelki, Lorie	104,089	Mulatz, Frank	87,085
Mijares Lopez, Lalaine	94,656	Mokry, Michelle	86,372	Mulatz, Tyson	78,329
Milar, Joanne	59,355	Molesky, Carla	61,933	Mulder, Jenarae	53,631
Mildenberger, Maegan	65,850	Molesky, Louise	131,862	Muller, Karen	91,460
Mile, Clay	88,933	Molina-Smith, Virna	50,632	Mulridge, Andrea	93,765
Millar, Natalie	87,684	Moltz, Laura	58,115	Mulridge, John	72,639
Miller, Adrienne	74,864	Monette, Kayla	76,264	Mulvogue, Myriah	92,374
Miller, Beverly	92,520	Money, Melodee	63,969	Mundo, Caroline	104,174

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Mundo, John Charles	145,638	Ndaula, Louise	56,609	Nistor, Brad	93,581
Munn, Miranda	80,093	Neault, Bree	78,849	Nitoral, Florida	54,667
Munns, Tiffany	80,609	Neher, Mona	55,581	Njoku, Chikamele	63,435
Munro, Lorelee	62,053	Neigel, Jocelyn	88,391	Njoku, Lilian	110,819
Munro, Victoria	101,041	Neighbour, Chelsea	85,518	Noble, Christa	74,398
Munson, Russell	92,377	Neis, Cyndi	69,598	Nones, Rizzaliene Remo	76,575
Muravchik, Germann	119,465	Neison, Valerie	103,706	Nordby Schaan, Andrea	101,308
Mureseanu, Alison	86,560	Neiszner, Troy	112,460	Nordgulen, Laura	85,608
Murphy, Jessica	91,081	Nelson, Alva	79,261	Nordgulen, Terry	85,511
Murphy, Kendra	63,334	Nelson, Danielle	106,590	Nordstrom, Mason	80,023
Murphy, Tracey	91,136	Nelson, Diane	94,864	Nordwick, Kim	111,670
Murray, Annastra	104,556	Nelson, Joanne	95,713	Norick, Barbara	86,303
Murray, David	82,759	Nelson, Laurrie	50,007	Norlander, Jillian	91,703
Murray, Kerri	65,741	Nelson, Nadeane	91,717	Norman, Bridgett	52,302
Murray, Mark	107,479	Nelson, Nicole	86,547	Norman, Christopher	99,717
Murray, Meghan	50,936	Nelson, Pamela	65,299	Norman, Judy	105,075
Murray, Sharon	90,368	Nelson, Rachel	78,812	Norman, Patti	89,206
Murrell, Bryan	58,484	Neufeld, Barbara	53,918	Norminton, Jim	75,844
Murthy, Poornima	458,551	Neuls, Barbara	88,659	Norris, Lorie	81,503
Musleh, Jordan Issa	96,757	Neuls, Kendra	61,503	Novak Galgan, Harriett	120,969
Musleh, Stacey	71,637	Neuls, Michelle	130,786	Novak, Dodi	102,577
Musoke, Juliet	81,574	Neumann, Barbara	129,650	Novak, Leanne	94,504
Mustafaeava, Shahlo	92,435	Neumann, Carey	65,691	Novak, Rhonda	53,007
Mutafya, Mary	127,643	Neumann, Harry	98,317	Noval, Ferdinand	78,863
Muzzin, Ricky	64,270	Neustaeter, Andrea	52,922	Novecosky, Lawrence	70,002
Mwale, Mwangala	157,160	Neville, Desirae	106,759	Novik, Lori	77,806
Mwangobola, Kufase	103,284	Neville, Susan	127,611	Nowosad, Janelle	74,511
Mwape, Delphine	121,572	New, Emilee	85,708	Noyes, Heather	84,026
Mwela, Judy	98,650	New, Katelyn	77,956	Noyes, Shae	65,718
Mydonick, Ken	54,897	Newcombe, Susan	71,545	Nugent, Carol	54,664
Myers, Carol	96,044	Newsham-Grasdal, Breann	77,418	Nugent, Karen	59,596
Myers, Jacqueline	106,203	Newsome, Valerie	53,673	Nurse, Byron	127,056
Myers, Ken	94,231	Newton, Richard	80,689	Nurse, Shawna	90,215
Myers, Robert	74,745	Ng, Wendy	87,097	Nuttall, Janice	53,576
Myles, Wanda	82,757	Ngilangil, Mercedes	50,804	Nwalozi, Annunciata	129,691
Myrah, Michele	105,172	Ngoka, Grace	89,927	Nwaodu, Evangeline	50,551
Mytopher Benoit, Lori Ann	80,221	Nguyen Lowe, Ha	99,782	Nyuli, Amanda	99,849
Naces, Genie Ann	113,509	Nguyen, Chau	76,089	O Sullivan, Tara	92,926
Nachtegaele, Alison	87,942	Nguyen, Cuong	64,307	O Watch, Erin	97,967
Nadon, Christine	73,165	Nguyen, Elizabeth	70,637	Oak, Lisa	93,532
Nahachewsky, Desiree	102,644	Nguyen, Thuy	139,268	Oakes, Larry	102,745
Nalwamba, Rhoda	123,519	Nichol Langlais, Barbara	94,138	Oates, Kayla	85,115
Namutosi, Ruth	52,882	Nichol, Bobbi	65,118	Oberndorfer, Gillian	122,095
Narca, Imelda	62,756	Nichol, Christine	78,167	Obispo, Eunice	61,047
Nartatez, Kristy An	86,991	Nichols, Gloria	100,083	Obispo, Samuel	53,643
Nartey, Cathy	67,282	Nicholson, Stephanie	55,607	Obrien, Richard	60,502
Narula, Gaganpreet	62,092	Nicolas, Marjorie Ann	53,751	Obrigewitsch, Carmen	82,567
Nasewich, Susanne	102,011	Niedermayer, Dianne	109,212	Obyrne, Patrick	116,722
Nasser, Roseann	84,197	Niekamp, Jaclyn	85,285	Ocampo, Rochelle	94,688
Natyshak, Merle	107,110	Nielsen, Doug	84,586	Ocampo, Rosalie	70,229
Natyshak, Sylvia	52,586	Nielsen, Heather	73,489	Ochitwa, Sandra	92,071
Nault, Samahlee	173,015	Niemenen, Shannan	86,395	Ochoa, Patricia	84,018
Navarro, Emily Hazel	51,221	Nieto, Lori	81,538	Oconnor, Dawn	95,099
Nazareth, Joshua	64,499	Ning, Lianne	98,010	Oconnor, Fiona	136,493
Nazareth, Leah	114,004	Nishimura, Michiko	79,177	O'Connor, Megan	66,003

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Ocreto, Mark Noel	87,293	Ortman, Gwen	77,410	Paraiso, Elena	57,461
Octubre, Penafrancia	105,185	Ortman, Nina	116,212	Paraiso, Ernilou	79,758
Odell, Teegan	124,879	Ortman, Shauna	82,351	Paraiso, Lourdes	78,099
Odi, Prim Rose	77,706	Osborne, Tara	90,513	Parakkandathil, Abdul	79,255
Odoh, Nkechinyere	81,391	Osicki, Nicole	73,854	Parakudiyil Mani, Tijesh	50,705
Odow, Barbara	61,503	Osiowy Hunter, Patricia	95,574	Parasram, Maria	86,487
Odow, Jodie	52,586	Osipoff, Rhonda	55,826	Parbery, Donna	74,715
O'Dow, Vanessa	60,010	Osmak, Caroline	52,020	Parent, Darla	97,063
Ogibowski, Theresa	93,826	Ostapiw, Lori	74,570	Parenteau, Jennifer	61,004
Ogilvie, Ivorine	52,912	Ostapowich, Shannon	91,534	Parisian, Shalyn	72,164
Ogilvie, Lore	121,936	Ostrikova, Ioulia	61,125	Parisloff, Kim	54,160
Ogrodnick, Nancy	107,714	Ostrowka, Rhonda	75,840	Park, Katherine	65,486
Okeadu, Justina	54,225	Oswal, Jyoti	100,355	Parker, Kyle	94,401
Okeefe, Michelle	86,430	Ott, Brigid	100,050	Parker, Lauren	78,311
Okoro, Sylvia	54,013	Ott, Jenelle	86,638	Parker, Norma	96,586
Olanipekun, Caroline	134,353	Otte, Holly	61,594	Parker, Robert	95,412
Olbrich, Robert	66,182	Otten, Laurele	72,422	Parley, Lorie	54,998
Olekshy, Kevin	77,283	Ottenbreit, Leslie	64,417	Parr, Raichel	56,742
Oliquino, Raissa	73,579	Overend, Dawn	68,119	Parr, Suzy	60,953
Oliver Carson, Stacey	192,050	Owen, Sherilea	93,176	Parrell, Billy	79,585
Oliver Ewaniuk, Tracey	64,822	Owens, Katherine	111,522	Parrell, Denise	90,863
Olshanoski, Leann	50,556	Ozga Bellamy, Linda	115,790	Parrott, Teri	86,288
Olson Weir, Lindsay	92,786	Ozipko, Shirley	55,321	Parsons, Lucia	93,950
Olson, Brad	62,436	Pacada, Melanie	93,275	Partaik, Susan	136,109
Olson, Curtis	99,237	Pacardo, Kris	70,123	Parungao, Nanette	54,704
Olson, Pamela	106,524	Pachal, Laurelle	96,003	Parvez, Naeem	459,360
Olson, Tanda	88,589	Pacis, Sarah	98,248	Pasamonte, Joanne Belle	79,352
Olson, Wendy	94,107	Paderanga, Fe	56,708	Pascal, Lorraine	51,874
Oluyinka, Funmilayo	99,576	Paderanga, Sogie Marie	70,703	Paseznak, Marion	140,102
Oluyinka, Stephen	105,084	Paderanga, Trinidad	50,289	Paseznak, Scott	93,709
Olynick, Andrea	50,878	Paetsch, Dale	74,783	Pasion, Ricarda	57,953
Olynick, Brittany	78,868	Pagdilao, Rowena	93,351	Paskey, Gail	91,828
Omolida, Genalyn	91,838	Paguyo, Purificat	52,693	Paslowski, Judith	71,478
Onagi, Maxine	91,112	Pahkala, Lisa	87,258	Pasloske, Ramona	52,905
Ong, Janice	95,444	Paice, Trudy	71,404	Pass, Danielle	73,043
Onyskevitch, Brandi	89,947	Palandri, Sandra	84,010	Patel, Dilipkumar	75,184
Oo, Min	60,534	Palazzo, Lee Ann	87,633	Patel, Dipesh	75,855
Oquinn, Sheryl	107,580	Paligan, Daphne	66,038	Patel, Dipeshkumar	77,518
Orasan, Loredana	73,632	Palik, Debbie	56,452	Patel, Diptiben	54,119
Orban, Dale	98,859	Palmer, Dianne	102,577	Patel, Pratikumar	61,072
Orell Bast, Shannon	73,228	Palmer, Janice	54,715	Paterson, Carly	64,376
Orell, Colleen	73,933	Palmer, Lorie	117,368	Patricio, Alex	65,207
Orell, Megan	72,791	Palmer, Terena	52,580	Patterson, Bev	50,995
Orellana, Candyce	58,976	Palmero, Arnold	143,761	Patterson, Latoya	102,594
Orellana, Edwin	53,769	Palmier, Joan	56,147	Patzer, Dave	76,092
Oremba, Misty	78,017	Paluck, Elan	137,414	Paul, Michael	53,247
Oreniyi, Omolola	51,435	Pamintuan, Amanda	81,028	Paul, Shiny	84,783
Orlic Muth, Regina	78,929	Panchuk, Douglas	105,555	Paul, Steve	82,479
Orlowski, Louine	103,708	Pandey, Mamata	97,840	Paulhus, Gwen	85,053
Orosz, Sharla	74,778	Panelo, Rueben Jan	94,689	Paulson, Steven	72,212
Orrell, Miranda	92,143	Panjeta, Jaspreet	51,455	Paus, Carrie	98,117
Ortega, Ruth Anabel	57,765	Pantazoglou, Kalliopi	56,853	Pawliw, Tracy	62,093
Orthner, Amy	79,026	Pantel, Chris	76,528	Payne, Raymond	61,541
Orthner, Gail	105,371	Parachoniak, Pat	110,873	Peakman, Ashlie	96,280
Orthner, Virginia	93,188	Paraiso, Edgardo	72,738	Pearce, Brent	63,098

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Pearson, Anita	72,640	Petrychyn, Margaret	157,462	Poole, Sherry	98,189
Pearson, Danielle	75,945	Petryna, Vivian	92,799	Poorman, Maxine	73,500
Peasley, Raena	69,619	Petterson, Joey Lynn	56,952	Pope, Steve	77,469
Peberdy, Sabrina	87,499	Pettit, Terri	114,324	Popescue, Melissa	93,124
Peck, Erin	60,701	Peyson Biensch, Lois	70,182	Popick, Paula	91,808
Pedersen, Ashley	93,045	Pham, Huy	121,455	Popkie, Peter	98,383
Pedersen, Patricia	90,982	Philip, Arun	58,360	Popoff, Laura	53,389
Pederson, Erica	81,212	Phillipo Hugel, Paula	97,311	Popowich, Barbara	52,112
Pedscalny, Brenda	98,118	Phillips, Casey	56,086	Popowich, Glenda	107,005
Peel, Jamie	93,273	Phillips, Emily	68,333	Portras, Donna	97,807
Peel, Jayme	62,490	Phillips, Lee	57,306	Posehn, Lindsey	58,132
Pegg, Nicole	76,197	Phillips, Scott	80,967	Potetz Moore, Leeann	95,792
Pekush, Dennis	94,150	Phillips, Tracy	139,738	Potter, Vera	90,300
Pelaez, Myrah	51,775	Phillips, Zachary	75,023	Pouteaux, Kayla	78,508
Pelagio, Maria Irma	86,264	Pico, Joleen	80,877	Powell, Maureen	86,303
Pelechytik, Jan	94,184	Picard, Imelda	52,032	Powell, Shayna	57,581
Pellerin, Danielle	76,317	Picard, Sonja	100,960	Power, Kenda	105,309
Pelletier, Cynthia	52,110	Pickett, Sandra	55,000	Powers, Jessica	99,416
Pelletier, Kim	85,404	Pierce, Christina	70,546	Powers, Marilyn	67,416
Peltier, Brenda	71,832	Pierrard, Angela	60,520	Praski, Nancy	102,087
Pelzer, Alexandra	63,566	Pike, Fay	54,361	Prasla, Sonam	55,464
Penner, Janice	85,337	Pike, Gregory	103,249	Pratt, Christoph	58,550
Penner, Kaitlyn	70,422	Pilapil, Sylvia	55,766	Pratt, Kelsie	78,846
Penner, Lyndsay	102,538	Pillipow, Catherine	58,414	Predinchuk, Jennifer	68,262
Pennett, Christy	79,385	Pilon, Emily	74,756	Preikchat, Elton	72,294
Penny, Tegan	81,236	Pilon, Janelle	58,976	Prekaski, Colleen	137,529
Pepper, Edwin	53,782	Pilon, Marcia	50,921	Preston Deitner, Spencer	74,391
Peralta Elgueta, Pedro	64,269	Pilot, Deana	50,895	Pretty, Micheline	96,428
Perampalam, Anusshan	79,156	Pinay, Kara	81,931	Pretzlau, Doreen	83,911
Perchie, Glen	158,701	Pinay, Paige	107,492	Priddell, Roxane	92,985
Perkins, Cheryl	50,851	Pineau, Eugene	55,908	Prill, Tristine	55,330
Perkins, Susan	135,140	Pitre, David	66,072	Primavera, Janice	87,208
Perras, Omer	69,918	Pituley, Brandon	84,319	Printz, Chelsea	89,660
Perrault, Stephanie	90,780	Pitura, Susan	111,750	Pritchard, Beverley	92,961
Perreault, Serena	55,377	Plank, Lisa	114,439	Pritchard, Ruth	52,906
Perreault, Joanna	76,956	Plante, Ken	51,201	Proudlove, Elizabeth	109,228
Perrin, Jonathan	98,201	Playter, Pamela	138,859	Proulx, Sharon	94,972
Persaud, Lisa	91,759	Plosz, Neal	56,603	Provick, Sandra	70,577
Persaud, Parmanand	87,500	Poelzer, Stacy	97,679	Prychak, Christen	53,782
Persson, Barbara	87,772	Poitras, Gregory	59,701	Pugh, Myrna	91,093
Persson, Karen	69,153	Poitras, Jana	93,490	Pugh, Sara	88,315
Pesquera, Grace	116,559	Pollard, Sandra	81,991	Pugsley, Michelle	65,128
Pesquera, Melvin	52,761	Pollock, Chris	108,396	Pura, Amanda	70,275
Petays, Vanessa	57,314	Pollock, Darlene	114,320	Purdue, Erin	105,261
Peters, Catherine	92,360	Pollock, Glenda	72,306	Purdue, Ryan	102,586
Peters, Leia	62,808	Pollock, Nicole	74,625	Puri Harrison, Hema	73,004
Peters, Melissa	60,519	Pollock, Sarah	71,506	Puszkas, Shaunalee	80,278
Peters, Robert	298,709	Pollock, Shari	73,870	Pylatiuk, Jason	92,319
Peters, Wade	89,053	Pollon, Albert	70,592	Quangtakoune, Wendy	101,371
Peterson, Diane	94,007	Pollon, Monique	80,811	Quarto, Vicky	52,361
Peterson, Kathy	67,502	Polsom, Reina	63,463	Quero, Geste	112,777
Petit Homme, Cary	52,584	Polvi, Janelle	58,654	Quezon, Jerfelle	169,122
Petracek, Rhonda	55,210	Pompu, Tammy	95,705	Quine, Tamara	97,692
Petracek, Roxanne	82,580	Pon, Tin Yout	143,953	Quiniones, Michelle Ann	51,332
Petrie, Maria	73,636	Poncsak, Debbie	90,517	Quinlan, Colleen	76,589

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Quinnett Bobetsis, Michele	75,892	Rector, Patricia	106,507	Richardson, Nancy	65,291
Quintero, Claire	79,411	Reddekop, Edith	53,509	Richaud, Allison	54,508
Quintero, Pedro	50,527	Reddekop, Patrick	77,916	Richaud, Pamela	135,200
Quinton, Daphne	50,998	Redenbach, Michael	273,348	Richenberger, Paul	74,514
Quintyn, Wanda	50,127	Reece, Wanda	76,019	Richter, Deborah	93,435
Qureshi, Tania	80,194	Reed, Danielle	68,559	Richter, Florence	94,535
Raab, Nicole	105,339	Reed, David	95,202	Richter, Ginger	93,966
Rabaino, Jessel	127,377	Reed, Jody	96,472	Richter, Glenn	76,336
Racette, Joyce	94,151	Reed, Julie	88,297	Rieder, Evelyn	55,280
Racette, Kenneth	82,264	Reekie, Wendy	57,939	Riemer, Joan	112,891
Racette, Krista	83,443	Reeve, Amanda	54,010	Riess, Makenzie	100,025
Racette, Yvonne	101,313	Regehr, Ronald	98,172	Rigonan, Dryden	105,401
Rachar, Kathryn	78,288	Reich, Morgan	62,481	Rinas, Shelly	61,260
Radons, Leah	75,321	Reichert, Sherri	90,128	Rines, Andrea	77,818
Radons, Shelly	104,462	Reid Leimgardt, Lorna	88,803	Ring, Caitlin	51,612
Radutu, Cristiana	69,076	Reid, Amy	83,408	Ring, David	70,077
Radutu, George	192,206	Reid, Ingrid	122,088	Rintoul, Leah	79,990
Rae, Justin	93,803	Reid, Joanne	94,923	Ripley, Kelli	111,572
Rae, Michelle	84,738	Reid, Marilyn	116,361	Ripplinger, Janice	75,436
Ragadio, Rosario	160,670	Reimer, Betty	71,503	Rist, Amanda	110,247
Rainbow, Monica	74,949	Reimer, Florence	71,419	Ritchie, Bonnie	54,773
Rainbow, Scott	95,640	Reimer, Landan	65,785	Ritson, Ann	77,775
Rainville, Lisa	94,787	Reiser, Katie	88,487	Ritter, Patricia	103,909
Ram, Hansa	57,499	Reitenbach, Amanda	53,563	Rittwage, Catherine	103,214
Ram, Kavita	63,936	Reiter, Andrea	52,575	Rivera, Lenia	81,363
Ramage, Cheryl	59,972	Reiter, Lori	73,414	Rivers, Monica	72,198
Ramilo-Bayatan, Analea	77,942	Rennebohm, Lynnette	53,090	Roach, Stephanie	66,538
Ramos Faldas, Lalaine	63,101	Renner Scott, Faye	90,143	Roberts, Brent	129,998
Ramos, Katrina	111,944	Rennie, Trisha	77,625	Roberts, Garnet	94,151
Ramsay, Corrie	97,614	Renwick, Patricia	92,720	Roberts, Glen	129,206
Ramsay, Doug	87,944	Repotente, Anthony	63,596	Roberts, Susan	102,257
Ramsay, Todd	89,586	Repotente, Maria Fe	121,405	Roberts, Wanda	66,341
Ramstead, Brian	51,182	Resurreccion, Althea	85,127	Robertson, Coralee	82,137
Ranalli, Greg	74,658	Rettger, Kelly	92,258	Robertson, Lorianne	98,562
Randall, Jolene	70,643	Retzer, Pamela	87,966	Robertson, Marlene	93,097
Randhawa, Aman	59,572	Revelo, Jay	110,068	Robins, Lynnette	95,682
Rante, Lesley	53,732	Revenko, Scott	92,949	Robinson, Beryl	120,956
Rapchalk, Jason	90,818	Revoy, Sheldon	84,812	Robinson, Carla	58,350
Rapchalk, Kimberly	81,817	Reyes, Billy John	90,531	Robinson, Jennifer	53,782
Rapitta, Michelle	66,757	Reynard, Beth	66,808	Robinson, Lorrie	71,471
Rappai, Rintu	66,045	Reynard, Rebecca	52,228	Robinson, Tom	131,647
Raquedan, Jeanavie	181,263	Reynolds, Michael	69,178	Robison, James	118,615
Rask, Colin	83,922	Reynolds, Regan	64,987	Robson, Janice	107,105
Rasmussen, Benjamin	54,867	Reynolds, Trisha	84,878	Rodger, Debbie	95,594
Rasmussen, E Jane	52,344	Rezvanpour, Atoosa	81,493	Rodgers, Jennifer	92,472
Rathwell, Dana	62,470	Rhodes, Rod	69,801	Rodgers, Milissa	105,360
Rathy, Brent	129,765	Ricchetto, Anabella	88,370	Rodgers, Pamela	92,245
Rauckman, Christina	95,147	Ricci, Jacquelin	132,454	Rodil, Ruel	104,587
Ray, Amanda	76,586	Ricci, Stanley	86,236	Rodrigo, Lorainne Fe	98,327
Raymundo, Noah	61,923	Rich, Kim	87,381	Rodriguez, Stephanie	109,899
Rayos, Racquel	100,660	Rich, Rachelle	61,594	Roduta, Gerico	73,682
Reaburn, Ross	99,409	Richards, Mardel	83,994	Roduta, Madilene	80,083
Read, Jody	55,080	Richardson, Brenda	61,775	Roesch, Erin	139,196
Rebinsky, Michelle	73,712	Richardson, Coreen	97,104	Rogalski, Rhonda	56,190
Recolisado, Victoria	50,781	Richardson, Jessica	74,815	Rogers, Arlene	95,222

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Rogers, Katherine	115,777	Russell, Robert	89,274	Sanya, Olu	59,272
Rogers, Shannon	81,219	Rutten, Karen	94,582	Sarma, Debasish	70,511
Rogina, Sandy	101,901	Ruzicka Olson, Corie	76,949	Sarmiento, Louelle	113,238
Rogoschewsky, Deborah	74,039	Ryan, Arla	91,236	Sarty, Cathy	75,322
Rojan, Devika	101,001	Ryan, Warren	75,093	Sauer, Melissa	88,809
Roland, Lisa	101,290	Rybchuk, Ken	77,442	Savoie Church, Natalie	96,488
Rolfe, Kirsty	71,871	Ryder, Connie	60,491	Sawatsky, Carlie	95,704
Roman, Tito	57,638	Rydzik, Kathryn	51,818	Sawatsky, Chris	94,863
Romaniuk, Natalie	94,360	Rydzik, Louise	158,326	Sawatsky, Leah	91,344
Roque, Alexander	122,489	Ryerson, Jennifer	80,065	Sawchuk, Dusten	134,383
Rorbeck, Darlene	137,437	Sabo, Carol	77,791	Sawel, Alexandra	84,168
Rosbrook, Gloria	90,068	Sachdeva, Cherry	80,207	Sayer, Cecilia	58,976
Rosbrook, Kaitlin	69,239	Saczek, Krzysztof	441,309	Schaeffer Rist, Holly	83,314
Rose, Adam	70,647	Safi, Masoud	102,323	Schaeffer, Bailey	75,696
Roslinski, Carla	84,830	Sagun, Lamberto	60,113	Schaeffer, Christine	55,990
Rosom, Cheryl	98,147	Sahota, Gurtinderjit	100,409	Schalk, Yvonne	61,773
Ross, Jacalyn	107,669	Sahulka, Cole	73,811	Scharfenberg, Leslie	66,543
Ross, Landace	76,795	Saint, Paul	83,726	Schatz, Lois	102,586
Ross, Rosemarie	53,258	Saint, Sherry	91,130	Scheibel, Michelle	106,244
Rostie, Darcy	82,909	Salberg, Alexa	77,556	Scheidt, Coby	105,172
Rotariu, Lynn	75,840	Salem, Alicia	51,158	Schellenberg, Deborah	96,540
Roth, Cheyanne	80,149	Sali, Janet	97,184	Schenstead, Amanda	74,495
Rotheisler, Stephanie	76,036	Sali, Kristin	66,472	Scherbey, Terry	85,482
Rothwell, Mary	67,543	Sali, Lori	73,390	Scherle, Melanie	73,801
Roulston, David	116,862	Sali, Mona	97,394	Scheuer, Brenda	84,246
Roulston, Shelley	96,083	Salminen, Sara	54,824	Scheuer, Gail	127,022
Routledge, Joy	100,400	Salvador, Christopher John	55,321	Schiazza, Guido	92,747
Roy, Linda	69,431	Samayoa, Jose	90,647	Schiazza, Irene	51,535
Roy, Valerie	89,006	Samchyk, Stephen	69,503	Schick, Alanna	85,400
Royal, Benjamin	72,305	Samchyk, Tera Lee	69,087	Schick, Debra	72,261
Royal, Joshua	69,074	Samonte, Joel	207,089	Schikowski, Tracey	92,846
Royal, Stephanie	85,196	Samonte, Nolita	81,362	Schill, Lisa	98,204
Rozon, Danielle	93,307	Samoy, May	115,442	Schill, Sarah	65,953
Ruda, Lisa	106,777	San Diego, Ricsan	106,732	Schiller, Betty	87,541
Rudd, Delaney	98,912	Sanden, Joel	94,140	Schiltz, Carol	76,025
Ruddell, Cheryl	52,301	Sanders, Carol-Anne	73,047	Schiltz, Murray	56,497
Rude, Darlene	87,704	Sanders, Jennifer	65,281	Schinborn, Charisse	70,030
Rudolph, Courtney	93,109	Sanders, Whitney	110,791	Schinborn, Jim	54,002
Rudolph, Sobra	58,750	Sanderson, Jennifer	75,526	Schindel, Sherice	76,682
Rudy, Dennis	53,782	Sandhu, Kulwinder	59,983	Schindel, Taryn	103,801
Ruecker, Holly	129,703	Sandin, Sherri	87,266	Schindelka, Crystal	72,072
Ruecker, Joshua	87,372	Sandor, Donna	101,173	Schindelka, Danaka	79,563
Ruehs, Dyneena	102,586	Sandstra, Shawwna	83,750	Schindler, Brenda	55,101
Rukas, Dmytro	77,384	Sanftleben, Laura	83,953	Schindler, Karen	116,433
Rumpel, Ainslee	61,118	Sanopo, Maria Chr	100,618	Schlamp, Michelle	99,055
Runge, Dianna	50,507	Santiago, Karen	130,755	Schleede, Amanda	68,011
Runge, Sarah	71,993	Santo, Christina	52,294	Schlichtmann, Esther	77,929
Rupchan, Joe	92,390	Santo, Matthew	77,189	Schmidt, Andrew	101,683
Rushlow, Jodi	129,621	Santos, Dulce	62,781	Schmidt, Bonny	57,772
Rushton, Mitsy	73,645	Santos, Edna	83,932	Schmidt, Craig	123,909
Rusk, Kimberly	55,772	Santos, Giovanni	97,666	Schmidt, Danielle	79,891
Russell, Jennifer	59,402	Santos, Jennifer	81,343	Schmidt, Deborah	60,164
Russell, Nancy	56,389	Santos, Vilma	50,881	Schmidt, Hannah	51,781
Russell, Pamela	65,577	Sanville, Shawn	96,153	Schmidt, Julie	113,512
Russell, Rhonda	70,452	Sanya, Lynn	158,701	Schmidt, Kristen	92,661

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Schmidt, Kristin	107,668	Scollan, Amanda	52,639	Sharma, Indu	56,412
Schmidt, Rachelle	81,915	Scott, Amanda	54,381	Sharma, Neelu	51,441
Schmidt, Rhegan	76,758	Scott, Carmen	75,648	Shaw, Bobbie Jean	62,073
Schmidt, Shannon	84,409	Scott, Marcia	122,095	Shaw, Courtney	74,541
Schmidt, Shawna	100,682	Scott, Maxine	132,376	Shaw, Dawn	86,153
Schmidt, Sherry	81,880	Scott, Michelle	92,205	Shaw, Terra	57,264
Schmidt, Sonja	61,492	Scott, Nicole	119,508	Shaw, Terrence	100,609
Schmidt, Susan	84,830	Scraper, Kelly	93,085	Shay, Melanda	95,195
Schmidt, Traci Jo	93,319	Sculli, Marissa	98,031	Sheldon, Angela	72,964
Schmidtz, Barbara	74,501	Seaborg, Ashley	81,451	Shenner, Robyn	99,613
Schmitz, Jessica	86,722	Sebastian, Liza	109,113	Sheridan, Eileen	82,321
Schneider, Alma	91,968	Sebastian, Lydia	99,872	Sherle, Patricia	50,113
Schneider, Doreen	67,420	Sebastian, Natasha	68,657	Shetterly, Alyson	108,165
Schneider, Susan	60,157	Sebastien, Jolene	95,712	Shevchuk, Debra	217,155
Schnurr, Jinky	50,173	Sebesten, Leanne	78,605	Shewchuk, Daryl	92,623
Schock, Brenda	87,992	Sebulsky, Kyle	60,783	Shewchuk, Denise	56,180
Schoenau, Marietta	69,549	Secuur, Janine	75,582	Shiels, Shaelynn	80,671
Schoenhofen, Brenda	133,479	Secuur, Linda	53,881	Shiplack, Barbara	50,236
Schoenroth, Johnathan	66,089	Seel, Taryn	73,694	Shiplack, Brenda	50,920
Schoenthaler, Connor	53,164	Sehn, Marcia	55,656	Shiplack, Robyn	77,514
Schoenthaler, Shelley	90,931	Seib, Chad	79,538	Shire, Tiona	70,262
Schooley, Bryan	78,206	Seib, Heather	72,778	Shire, Tracy	87,804
Schopf, Jacqueline	69,889	Seibel, Jackie	84,830	Shoemaker Chorney, Laura	86,178
Schrader, Cegee	95,137	Seidlikoski, Noelle	78,437	Shoemaker, Laurie	87,730
Schroeder, Alexis	69,201	Seidlitz, Nancy	56,153	Sholdra, Yuri	83,504
Schroeder, Cindy	52,426	Seitz, Tammy	72,317	Shreeves, Lora	93,604
Schuba, Angela	108,026	Selinger, Arlene	79,245	Shuflita Kurtz, Sheila	103,037
Schuba, Robert	113,100	Selinger, Carolyn	70,510	Shwe, Thein	74,258
Schuler, Sharon	81,911	Selinger, Christine	102,193	Shymkiw, Joanne	104,032
Schulhauser, Michael	87,324	Selinger, Janelle	74,937	Sia, Eduardo	104,601
Schulhauser, Sara	60,499	Selinger, Kimberley	60,695	Sia, Jackson	101,877
Schultes, Jeffrey	95,247	Selinger, Lorenda	59,113	Sia-Javier, Lynette	188,599
Schultz, Michelle	97,631	Selinger, Marsha	75,844	Sian, Maria Maika	56,415
Schultz, Rhonda	72,618	Selinger, Michelle	83,640	Siao, Kristina Marie	111,793
Schultz, Victoria	90,471	Selinger, Sarah	54,411	Siapno, Irish Jylland	109,195
Schulz, Greg	100,611	Selinger, Stephen	102,586	Siapno, Marie Sheila	74,185
Schumann, Carmena	79,224	Sellinger, Cheryl	70,730	Siason, Thea Marie	61,308
Schussler, Lisa	85,961	Sellinger, Douglas	129,300	Sibbald, Susan	53,957
Schuster, Brenda	108,610	Selzer, Sharon	106,596	Sich, Colleen	96,699
Schutz, Monica	95,612	Semchuk, Kirsten	56,076	Sich, Trina	91,339
Schwabe, Keith	53,920	Semchuk, William	139,136	Sickel, Calle	57,951
Schwalm, Dwayne	98,449	Semey, Patricia	137,594	Siddiqui, Rabiah	107,814
Schwark, Dayna	68,696	Senft, Janell	85,232	Sidebottom, Sarah	73,174
Schwartz, Janice	79,770	Senft, Kaylene	62,305	Sideen, Tina	62,443
Schwartz, Jennifer	51,312	Senga, Carrie	94,104	Sidhu, Arashdeep	64,215
Schwartz, Kelly	84,463	Senga, Chad	86,163	Sidhu, Harmanjit	55,892
Schwartz, Lloyd	63,727	Seno, Rommel	615,482	Sidhu, Kuldeep	91,463
Schwartz, Natalie	63,266	Sentes, Tina	84,081	Sieben, Carolyn	63,018
Schwartz, Robert	108,396	Serle, Shelley	109,885	Sieben, Lianne	61,394
Schwartz, Wendy	76,625	Serrano, Cherrlyn	85,340	Sieben, Natasha	66,464
Schweiger, Margaret	82,579	Severson, David	95,558	Sigmeth, Myra	61,348
Schweitzer, Lynda	110,397	Severson, Cassandra	76,019	Signarowski, Stuart	94,080
Schwentke, Kathleen	56,486	Shannon, Jacqueline	105,029	Sigurdson, Shauna	50,905
Schwickrath, Louise	56,495	Shannon, Samantha	94,532	Silbernagel, Trisha	72,671
Schwindt, Dale	50,215	Sharkey, Brittany	61,240	Silljer, Leslie	53,563

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Silver, Amanda	106,460	Slugoski, Yvonne	101,231	Sommer, Leland	117,454
Silversides, Katelyn	106,737	Sluser, Joy	54,389	Song, Wanchun	87,780
Silverson, Elsa	91,090	Slywka, Jacki	50,110	Sonntag, Maureen	87,798
Silzer, Genine	106,965	Smadu, Marlene	273,270	Sopczak, Vince	63,820
Silzer, Joanne	89,041	Smale, Sommer	86,834	Sorensen, Caroline	55,147
Sim, Carey	114,831	Smeikle, Lenieve	115,218	Sorensen, Stacey	92,927
Simard, Katherine	102,109	Smiljic, Tanja	79,700	Sorensen, Thomas	105,172
Simcak, Carol	81,821	Smith, Amber	82,622	Soria, Nonita	82,502
Simcock, Christopher	71,043	Smith, Amy	86,054	Soriano, Corazon	72,840
Simicorescu, Constanti	61,068	Smith, Barbara	106,821	Sotkowsy, Kayla	52,828
Simms, Rita	55,865	Smith, Brenda	61,582	Sotto, Shannaz	88,521
Simon, Claudia	100,863	Smith, Dakota	67,261	Souchotte, Karen	59,157
Simpson, Jamie	78,235	Smith, Debbie	127,119	Soutar, Tania	80,240
Simpson, Karly	73,631	Smith, Deborah	73,334	South Perras, Joanna	101,142
Sims, Robyn	76,963	Smith, Emily	89,805	Spagrud, Danette	56,621
Sinclair Birns, Heather	88,404	Smith, Karen	52,586	Speers, Christie	79,016
Sinclair, Bettyanne	76,501	Smith, Kerbie	75,994	Speers, Tricia	93,795
Sinclair, Natalie	64,586	Smith, Kevin	77,197	Spelay, Debra	72,887
Sinclair, Robin	67,756	Smith, Lillian	58,691	Spence, Marley	75,091
Sinclair, Stephanie	95,857	Smith, Linnea	80,642	Spence, Rane	81,139
Singer, Gennifer	77,991	Smith, Maggie	52,704	Spencer, Cathleen	65,271
Singer, Jade	105,349	Smith, Malwinder	61,083	Spencer, Erin	101,485
Singer, Kateri	114,037	Smith, Margaret	56,378	Spencer, Katherine	95,532
Singh, Damanpreet	71,128	Smith, Marilyn	81,506	Spencer, Mitchell	120,278
Singh, Harpreet	87,186	Smith, Scott	94,470	Sperling, Glenda	60,560
Singh, Melanie	55,485	Smith, Sheila A	54,998	Sperling, Jordan	73,071
Singh, Sikander	67,361	Smith, Susan	53,217	Spicer, Carol Ann	93,319
Singh, Stephanie	83,552	Smith, Teresa	97,827	Spicer, Eva	99,633
Singh, Teena	55,393	Smith, Tianna	73,493	Spilak, Cathi	134,466
Sinnett, Caitlin	57,648	Smith, Valerie	50,469	Spilak, Sherri	54,660
Sinnett, Debbie	158,701	Smith-Windsor, Jillian	70,492	Spitzke, Rylie	64,316
Sirois, Lisa	63,640	Smulan, Carole	82,528	Spitzner, Avery	98,095
Sirup, Brendon	79,841	Snell, Moni	134,757	Spooner, Jason	52,525
Sjodin, Arlen	85,017	Snell, Robert	82,752	Spring, Colin	76,318
Skaf, Sheila	85,688	Snyder, Dustin	71,146	Spring, Gillian	92,035
Skene, Megan	58,929	Snyder, Rae-Lyn	93,311	Srochenski, Terry	61,322
Skiba, Valerie	75,597	Sobchuk, Tyne	106,643	St Jacques, Laurette	65,009
Skiftun, Stacey	73,013	Soby, Darryl	100,378	St Onge, Jennifer	104,355
Skinner, Shannon	84,991	Socket, Ingrid	89,582	St Onge, Lynn	50,156
Skoretz, Heather	117,054	Sokochoff, Stephanie	89,012	Stachiw, Claudia	93,080
Skwark, Gail	100,294	Solidarios, Glenn	119,685	Stadler, Angela	83,478
Skwark, Holly	143,801	Soliman, Jena	55,401	Stadnyk, Donna	71,045
Slade, Tara	80,496	Soliman, Maricon	88,284	Stadnyk, Jamie	80,603
Slater, Courtney	55,812	Soliman, Rowena	66,541	Stadnyk, Marcy	85,255
Slater, Nicole	98,028	Soliman, Vincent	82,450	Stadnyk, Robert	83,384
Slater, Vanessa	73,099	Solis, Josephine	70,274	Stadnyk, Shelley	76,749
Slimmon, Arlene	93,593	Solis, Rolanda	60,252	Stamm, Shelley	101,203
Slingsby, Amy	122,972	Soloduk, Louella	82,210	Stang, Laurel	100,259
Slinn, Jackie	128,990	Solomon, Aileen	55,849	Stanger Hodgins, Caryn	73,959
Slinn, Jeffrey	99,005	Solomon, Jerome	90,387	Stanley, Katie	64,960
Slinn, Sharon	66,944	Solonenko, Cheryl	90,706	Stapleton, Tammy	91,212
Slinn, Tanya	95,980	Solonyanko, Lori	96,156	Stasiak, Catherine	102,351
Sliva, Donna	52,586	Solvey, Kristen	60,511	Stasiuk, Carolyn	50,548
Slivenski, Nicole	69,681	Solya, Cyndy	109,304	Stasiuk, Scott	64,679
Sluchenski, Charlotte	72,546	Sommer, Crystal	89,342	Stauber, Noreen	95,369

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Steadman, Susan	53,749	Stradeski, Jody	50,856	Swerid, Sheila	102,140
Stefaniuk, Denise	50,267	Strain, Lorraine	106,713	Swift, Deanne	85,392
Steffensen, Kenneth	79,897	Strand, Leslie Anne	120,923	Swift, Laurie	73,083
Stefner, Delane	57,606	Straub, Elana	93,943	Switzer, Heather	113,155
Steinke, Shalila	61,228	Strawford, Randy	74,391	Sykes, Kellie	57,740
Stelmacovich, Sarah	101,742	Straza, Barbara	56,216	Sylvestre, Jennifer	99,280
Stelwagen, Devon	82,995	Straza, Lori	103,788	Symon, Joanne	56,029
Stenger, Coral	53,466	Street, Jaeme	110,236	Szafron, Susan	64,527
Stephens, Dave	85,321	Street, Raegen	63,232	Szmutko, Diane	87,739
Stephens, Wanda	101,645	Streisel, Lori	59,921	Szostak, Barbara	61,738
Stephenson, Robert	124,206	Strendin, Kathryn	65,807	Tafese, Tibebe	50,610
Sterling, Leana	66,998	Stricker, Barry	119,492	Tait, Victoria	68,354
Stettner, Laura	100,029	Stricker, Lori	90,590	Talban, Caroline	54,270
Stevens, Shawna	81,922	Stringer, Andrea	60,856	Tallon, Denise	79,354
Stevens, William	53,990	Stringer, Connie	109,813	Tallon, Rae Anne	71,885
Stevenson, Andrea	51,946	Stringer, Robert	53,956	Tamayo, Kenny	115,435
Stevenson, Danielle	67,360	Stromberg, Arielle	56,546	Tampus, Salud	115,510
Stevenson, Megan	63,010	Strudwick, Amy	101,683	Tan, Antonieta	55,467
Stevenson, Nickie	76,474	Strudwick, Shannon	54,076	Tan, April Fiel	73,617
Stevenson, Norma	50,348	Strugari, Caitlin	92,203	Tan, Diane	86,741
Stevenson, Vida	53,934	Strykowski, Sabrina	93,828	Tan, Yin Yin	79,510
Stewart Gall, Carrie	97,133	Stubbe, Kimberley	58,627	Tancrede, Lionel	124,752
Stewart, Beryl	55,379	Stuber, Arlene	74,092	Tangjerd, Angela	104,475
Stewart, Chelsea	66,041	Stuber, Michael	104,547	Tangjerd, Brad	74,807
Stewart, Cheryl	94,409	Stuckel, Jae Lyn	75,343	Tannahill, Tera	73,714
Stewart, Crystal	91,197	Stuike, Heather	71,964	Tanwar, Rakesh	78,172
Stewart, Erynne	88,254	Stulberg, Shelley	88,075	Tanzell, Darren	94,764
Stewart, Jesse James	80,998	Stutt, Lexi	54,981	Tapp, Angela	92,452
Stewart, Kelsey	69,180	Stuttard, Kim	70,531	Tarr, Jonathan	94,920
Stewart, Lauren	70,836	Styles, Christa	96,656	Tarr, Lisa	106,828
Stewart, Leona	80,407	Suchan, Lauren	67,958	Tarr, Rachel	102,684
Stewart, Lisa	118,694	Sulea, Allyssia	81,793	Tattman, Collette	162,468
Stewart, Lois	75,020	Sullivan, Tracy	54,208	Tayco, Ailyn	88,972
Stewart, Pat	136,794	Sulymka, Mark	90,952	Taylor Miller, Shannon	60,451
Stewart, Ria	92,817	Sulz, Linda	138,961	Taylor, Andrew	101,637
Stewart, Shawna	84,881	Sumagaysay, Kathylyn	124,408	Taylor, Brett	53,253
Stewart, Tannis	82,688	Sumakote, Evelyn	109,768	Taylor, Carla	61,880
Stewart, Theresa	97,731	Sumakote, Rex Generoso Jr.	56,582	Taylor, Chantal	81,915
Stewart, Thomas	102,586	Sumang, Maria Carmela	128,634	Taylor, Cindy	52,656
Stewart, Tonya	51,196	Theresa		Taylor, Janelle	60,221
Stianson, Leah	89,322	Surkan, John	98,091	Taylor, Janet	70,836
Stimson, Marie	79,584	Sveinbjornson, Raquel	75,623	Taylor, Jennifer	100,123
Stinson, Andrea	74,170	Swab, Alison	100,629	Taylor, Lyn	87,914
Stirr, Kayla	81,424	Swab, Elden	107,869	Taylor, Lynnette	62,990
Stobbs, Debbie	53,590	Swalm, Adam	56,824	Taylor, Martha	55,231
Stobbs, Janice	83,465	Swalm, Tami	55,812	Taylor, Shanay	79,634
Stocks, Ruth	71,490	Swan, Candice	58,957	Taylor, Tami	127,110
Stolarchuk, Melissa	97,964	Swan, Louise	92,748	Taylor, Tammylee	52,575
Stoppler, Trudy	55,497	Swanson, Lisa	57,451	Te, Chelo	51,400
Storey, John	111,743	Swanton, Stacey	75,623	Tefera, Tsehaynesh	107,635
Storey, Katherine	101,418	Sweatman, Elizabeth	107,963	Temam, Sultan	79,101
Storey, Suzanne	93,296	Sweeney, Denise	88,298	Temple Jones, Jan	75,844
Storozuk, Lynda	73,431	Sweeney, Lesley	73,327	Temple, Heather	78,047
Storrey, Ashley	90,831	Sweet, Timothy	97,688	Temple, Krista	76,230
Strachan, Serena	56,901	Swehla, Alison	81,630	Tendler, Nashel	91,649

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Tenoso, Judelene	122,779	Tkatch Melle, Chrisinda	96,065	Troy Hebert, Barbara	109,645
Tensuan, Marlo Eduardo li	63,720	Todd, Karen	106,473	Trudelle, Paulette	76,365
Tetrault, Monique	73,529	Todd, Pamela	93,492	Truman, Kevin	66,964
Thach, Niem	53,904	Toews, Audrey	81,937	Truman, Sharon	78,302
Thain, Linda	112,556	Toews, Darlene	83,413	Trytten, Melody	93,286
Thauberger, Jenna	59,109	Toffan, Allison	55,880	Tuazon, Maria	104,689
Thauberger, Linda	87,252	Toker, Diane	52,629	Tubello, Graziella	83,418
Thazhamon Simon, Mathews	52,569	Tomik, Jordan	58,508	Tuchscherer, Laura Lee	104,251
Therault, Lyle	77,048	Tomlin, Louise	73,007	Tucker, Deanna	117,866
Therrien, Kristen	87,860	Tomlinson Kehrig, Sara	83,266	Tucker, Joanie	51,435
Thibault, Tanya	57,463	Tomyk, Wendy	85,546	Tucker, Matthew	101,230
Thick, Kimberly	73,978	Toner, Beryl	110,549	Tudlong, Eufemia	55,423
Thiele, Marjorie	113,462	Tonn, Dwight	115,532	Tuff, Eileen	57,581
Thiessen, Shelley	51,509	Tonn, Kenneth	69,699	Tulloch, Heather	80,772
Thimothy, John	59,755	Tooley, Jamie	138,263	Tumac, Alison	82,665
Tholl, Crystal	84,897	Topal, Jodi	108,197	Tumack, Charlene	101,229
Thomas Cullen, Lynwen	86,570	Topal, William	53,784	Turgeon, Janet	55,064
Thomas, Chantelle	90,507	Topinka, Heather	54,425	Turlock, Nicole	90,661
Thomas, Jacob	97,448	Toporowski, Amanda	79,237	Turnbull, Dianne	97,877
Thomas, Rhiannon	98,408	Toppings, Julie	103,878	Turnbull, Karen	51,599
Thomas, Tania	80,032	Torbin, Ivanna	158,156	Turner, Dale	92,842
Thome Sikora, Kathleen	101,733	Tornberg, Kristy	105,118	Turner, Gina	108,116
Thomlinson, Jenine	86,636	Toro Hopkins, Debbie	106,313	Turner, Patricia	55,466
Thompson, Amanda	74,638	Torres, Wessonjess	50,384	Turton, Marie	93,248
Thompson, Beverly	70,290	Torsh, Christina	76,826	Tusi, Mary	119,755
Thompson, Deborah	109,161	Toth, Marilyn	54,993	Tuvilla, Edna	52,738
Thompson, Lana	63,307	Toth, Tessa	77,559	Tyckon, Paul	82,237
Thompson, Maureen	98,327	Touimy, Salma	70,589	Tymchyshyn, Robert	106,835
Thompson, Paula	74,026	Toupin, Kayla	55,201	Tyndale, Randa Rae	56,555
Thompson, Sara	75,718	Tourangeau, Charles	58,932	Uhrich, Donna	94,718
Thompson, Stephanie	98,933	Tower, Cherise	61,862	Uhryn, Korin	76,315
Thompson, Tammy	102,936	Towriss, Nelson	109,275	Uleryk, Agnes	66,151
Thompson, Vicki	92,806	Toye, Dayna	108,708	Ullyott, Nicole	84,932
Thompson-Gale, Elizabeth	96,903	Trafananko, Chelsea	68,307	Ulmer, Amanda	80,515
Thomson, Charlene	50,022	Trafiak, Connie	51,153	Ulmer, Andrea	59,788
Thomson, Donna	86,523	Trail, Linda	51,735	Ulmer, Erin	90,267
Thomson, Janelle	79,250	Trail, Marie	50,967	Ulmer, Jaydan	60,994
Thomson, Lisa	87,473	Tramer, Steven	50,791	Ulmer, Larissa	83,657
Thomson, Meghan	94,339	Tran, Huu	81,143	Ulmer, Michalene	95,444
Thornhill, Stacy	75,489	Tran, Lynn	111,208	Ulmer, Michelle	54,986
Thorp, Leah	97,543	Tratch, Kerri	53,893	Ulrich, Kyle	66,417
Thurlow, Ronald G	88,267	Tratch, Laveena	119,169	Umahag, Marlo	77,131
Tiede, Bruno	76,973	Treleaven, Shelly	192,525	Underhill, Kristin	92,512
Tiglao, Jerome	133,978	Trelenberg, Ross	76,533	Underhill, Laurel	76,660
Tiglao, Kathleen	63,855	Tremblay, Hugo Rene	51,063	Unick, Lesley	64,153
Tillson, Rachel	96,449	Tremblay, Tanis	84,646	Unruh, Charlene	50,233
Tillusz, Irene	56,255	Trenker, Tess	51,312	Unser, Debbie	97,285
Tinani, Naresh	123,017	Trenton, Christine	123,500	Upshall, Donna	123,215
Tinio, Jestoni	86,450	Triffo, Amanda	84,888	Urbaniak, Patricia	82,357
Tinio, Mark Anthony	78,568	Trinidad, Lisa	73,028	Urbiztondo, Arnel	87,876
Tippe, Cathy	100,458	Tripp, Darlene	75,739	Ursulan, Jeffrey	53,421
Tirk, Candace	69,490	Troff, Robert	55,325	Uy Tina, Tettet	112,162
Tisdale, Amanda	108,113	Trogi, Sherry	52,495	Uy, Joy	121,706
Tittle, Larry	75,841	Trotter, Carla	72,999	Uyam, Jejet	92,974
Titus, Agnes	109,614	Trotter, Joseph	105,210	Vaisman, Laurent	57,851

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Valaitis, Megan	68,194	Vinluan, Manuel	113,599	Wang, Xuebing	71,384
Valcourt, Lindsey	87,923	Vinluan, Rolivette	96,724	Wanner, George	97,247
Valenzuela, Sheryl	121,512	Vipond, Peggy	76,371	Wanner, Kristyn	125,020
Valera Rodil, Jocelyn	96,864	Virani, Azmeena	90,462	Ward, Heather	73,286
Valimaki, Anna	92,175	Viray, Eden Grace	92,805	Ward, Stefanie	79,201
Vall, Teresa	123,683	Virgin, Stacey	77,322	Wark, Judy	55,273
Vallee, Colleen	97,597	Virtue, Alison	93,703	Warkentin, Joyce	81,899
Valley, Scott	79,964	Vogel, Sandra	56,065	Warner, Jessa	61,794
Valmeo, Imelda	115,832	Vogel, Venessa	56,041	Warren, Ann	73,388
Van De Kamp, Rory	56,952	Vogt, Michele	158,701	Wasnik, Kaitlin	72,362
Van Meer, Julie	54,570	Vollman, Tracy	111,350	Wass, Patricia	54,656
Van Vliet, Paulette	88,767	Volman, Katrina	82,719	Wasylenko, Tim	53,782
Vanbeselaere, Krista	52,298	Vongkhaophet, Jennifer	75,176	Wasylshyn, Dave	108,761
Vanbuekenhout, Guy	98,059	Vongphit, Souvannara	69,498	Watch, Jordan	60,833
Vancaeseele, Kim	93,679	Voss, Arletta	102,850	Waters, Allyson	97,038
Vance, Lisa	69,572	Voss, Kimberly	83,145	Waters, Christina	91,830
Vanderlaan, Giles	93,396	Voss, Linda	69,427	Waters, Kim	51,562
Vandesype, Allisha	50,955	Vu, Susan	75,150	Watkins, Michelle	96,675
Vandesype, Jennifer	81,899	Vye, Lorissa	92,905	Watkins, Sara	86,902
Vandevorst, Raymond	168,569	Wacker, Alexia	81,917	Watsemwa, Nesita	55,112
Vanin, Gina	78,540	Wade, Robena	50,738	Watson, Amanda	76,323
Vanluven, Dion	86,912	Waffle, Kristy	91,224	Watson, Barb	95,742
Vanparys, Bev	90,309	Wagar, Nancy	53,391	Watson, Laurie	107,581
Vanstaden, Natalie	60,978	Wagman, Abigail	100,422	Watts, Brittney	97,523
Vansteelandt, Lolita	63,467	Wagner, Amanda	83,408	Watzke, Genoveva	58,387
Vanwyk, Donna	56,853	Wagner, James	54,998	Waugh, Barbara	54,869
Varga, Connie	52,113	Wagner, Jennifer	62,654	Wawro, Susan	87,003
Varga, Devin	58,739	Wagner, Jessica	77,550	Waynert, Allison	81,324
Vargas, Cecilia	78,927	Wagner, Kaitlyn	94,394	Waynert, Charleen	50,493
Varghese, Naveen	66,755	Wagner, Rosemary	113,853	Wazni, Roqaya	64,041
Vargo, Troy	61,363	Walchuk, Holly	89,651	Weatherston, Ashley	104,789
Varin, David Bri	87,353	Walczkowski, Hanna	84,253	Webb, Jenna	70,478
Vasquez, Marevel	144,850	Waldal, Avery	91,335	Weber, Megan	61,204
Vaxvick, Annette	100,698	Waldegger, Janis	95,172	Weedmark, C Marcia	52,867
Vaxvick, Kevin	91,787	Waldenberger, Erica	71,352	Weflen, Kerrie	88,486
Vegunta, Krishna	92,385	Walker, Dianne	68,937	Weichel, Trina	52,591
Velasco, Melville True	119,359	Walker, Donna	91,352	Weigl, Alexi	69,610
Velestuk, Debbie	102,734	Walker, Louise	77,876	Weimer, Jacqueline	54,752
Velestuk, Margaret	86,593	Walker, Lucinda	64,134	Weimer, Laura	75,183
Velonta, April Anne	104,873	Walker, Paul	76,818	Weinberger, Annette	87,253
Venaas, Amber	95,604	Walker, Sara	90,652	Weinberger, Tanya	71,149
Venables, Natasha	91,506	Walker, Sharon	109,090	Weinmaster, Marilyn	98,251
Venter, Jacobus	104,109	Walker, Sheryl	101,120	Weinzierl, Dianne	53,883
Verchenova, Olga	59,655	Wall, Hayley	105,667	Weir, Jodie	119,307
Verschuur, Caitlyn	80,657	Wall, Lorenne	84,365	Weir, Louise	107,672
Verville, Francoise	90,423	Wall, Marilyn	51,256	Weir, Paul	59,601
Vicente, Jobel	95,963	Wallace, Brenden	108,809	Weisbeck, Erin	74,686
Vickers, Kim	86,056	Wallman, Sharon	50,176	Weisbeck, Stacey	86,375
Vieira, Melinda	66,135	Walsh, Allison	85,937	Weisbrod, Myrna	105,172
Vigneux, Bianca	66,078	Walter, Douglas	69,419	Weisbrodt, Shirley	61,007
Vilagos, Deanna	52,571	Walter, Jacqueline	60,327	Weisgarber, Maureen	104,377
Villafloraes, Nancy	121,246	Walter, Megan	76,719	Weisgerber, Corey	75,236
Villafuerte, Jenniffer	74,908	Wambululu, Gladys	98,200	Weisgerber, Karen	106,619
Villareal, Cecille	50,944	Wan, Rex	101,893	Weiss, Brenda	83,864
Vindevoghel, Heather	63,848	Wang, Hai Jun	87,620	Weiss, Sara	91,424

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Weisshaar, Glenys	99,465	Wiley, Robert	91,640	Wizniak, Margaret	60,133
Wekerle, Carla	107,902	Wilkie, John	73,998	Wlock, Jesse	58,924
Wekerle, Robert	93,760	Wilkie, Kristin	60,268	Wobben, Nicolaas	97,991
Welder, Erin	97,697	Wilkie, Linda	57,447	Woiken, Gwen	83,807
Welder, Kristine	70,625	Wilkins, Amy	58,650	Wolf, Amanda	60,917
Wells, Allison	85,684	Wilkinson, Lana	75,297	Wolf, Deborah	52,586
Wells, Christian	99,025	Willems, Charlene	94,726	Wolf, Lee	105,652
Wellsch, Erin	107,382	Williams, Bethany	71,856	Wolf, Marcy	77,190
Welsh, Audra	82,407	Williams, Cara	83,649	Wolf, Suann	54,539
Wenaus, Emma	71,374	Williams, James	70,715	Wolfe, Kendra	120,242
Wendel, Brenda	55,632	Williams, Jason	114,241	Wolfe, Lesley	84,515
Wendel, Tenneille	86,523	Williams, Joan	53,026	Wolfe, Nerisa	54,176
Wenger, Amanda	93,750	Williams, Suzanne	78,788	Wolfe, Quynn	63,473
Wenman, Jodie	59,123	Williams, Tamara	54,179	Wolfe, Robert	96,023
Wentzell, Cindy	89,172	Williams, Timothy	88,013	Wolfe, Stacey	96,019
Weppler, Brent	53,227	Williamson, Caleb	91,118	Wolfe, Tanya	72,499
Werner, Chris	73,231	Williamson, Lori	78,163	Wollbaum, David	84,809
Werschler, Kimberly	77,962	Williamson, Nicole	85,158	Wollbaum, Ryan	61,424
Wesdyk, Elsie	72,239	Willis, Janna	108,976	Wong, Elsie	113,182
West Johnson, David	121,896	Willis, Keith	74,779	Wonsul, Anita	75,438
West, Dana	100,394	Willway, Verity	96,745	Wood, Audrey	55,664
West, Erin	97,650	Wilmot, Jane	104,753	Wood, Denni	66,095
West, Fred	82,212	Wilson Schwabe, Sherri	96,314	Wood, Melanie	65,574
Westaff, Jaclyn	80,369	Wilson, Barbara	92,701	Wood, Melissa	71,006
Westby, Kevin	81,888	Wilson, Beverly	97,842	Wood, Tyler	67,126
Westgard, Jennifer	78,480	Wilson, Christen	51,603	Woodall, Matthew	79,854
Wharf, Pamela	54,143	Wilson, Donald	108,405	Woodroffe Brown, Ngaire	136,445
Wharton, Tammy	54,691	Wilson, Donna	92,946	Woods, Brad	85,134
Wheatley, Derek	60,393	Wilson, Erin	54,070	Woods, Meghan	69,100
Whelpton, Susan	94,923	Wilson, Joyce	69,098	Wootten, Heather	95,564
White, Braden	96,937	Wilson, Katherine	92,461	Workman, Lisa	88,582
White, Rhea	97,016	Wilson, Meghan	55,029	Worobec, Karen	158,701
Whitebear, Tanya	70,986	Wilson, Pamela	98,436	Wourms, Allan	79,983
Whitelaw, Greg	64,115	Wilson, Scott	81,219	Wourms, Carrie	71,849
Whiteman, Peter	114,366	Wilson, Stephanie	78,028	Woycik, Kimberly	102,770
Whitfield, Kirsten	52,585	Wilson, Tracey	93,786	Woycik, Wyatt	96,973
Whiting, Celine	95,052	Winchester, Shawna	78,409	Wray, Jason	110,203
Whitrow, Rodney	92,422	Windsor, Gwen	118,602	Wright, Elaine	60,313
Whitteker, Patricia	95,360	Windsor, Kent	86,270	Wright, Garth	143,985
Whittington, Quynh	68,522	Wing, Jennifer	82,363	Wright, Jessica	93,544
Whittle, Keeley	74,028	Wingfield, Christie	96,134	Wright, Lori	64,255
Wiebe, Mackenzie	70,466	Winkel, Tanya	112,038	Wright, Michaela	85,125
Wiebe, Margaret	93,941	Winkler, Jodie Lee	67,965	Wright, Nicole	84,113
Wiegiers, Christina	71,465	Winter, Carley	65,458	Wrobel, Lorna	102,861
Wiens, Aimee	89,770	Wirsche, Kristen	90,284	Wu, Marie Ann	86,190
Wiest, Roberta	138,511	Wirth, Kayla	77,084	Wutke, Nicole	76,603
Wiest, Traci	89,641	Wirth, Kristen	65,476	Wyatt, Jena	82,173
Wihlidal, Benjamin	94,151	Wirtz, Brenda	84,118	Wyatt, Karen	85,127
Wihlidal, Cara	55,574	Wise Klein, Daphne	88,236	Xavier, Metilda	87,299
Wihlidal, Comena	104,708	Wisner, Connie	66,089	Yabut, Norvelyn	120,820
Wilcox, Bradley	71,518	Wisniewski, Krysta	93,766	Yake, Bonnie	81,630
Wild, Karen	74,349	Wiszniak, Debra	122,700	Yakemchuk, Aksa	74,381
Wild, Kayla	70,063	Witham, Janice	56,120	Yambao, Candice Grace	138,860
Wilde, Melany	74,772	Witt, Raylene	94,566	Yankow, Lora	88,558
Wiley, Amber	79,458	Witzel Garnhum, Heather	72,584	Yaschuk, Sarah	70,216

APPENDIX D: PAYEE LIST

Name	Amount	Name	Amount	Name	Amount
Yathi Kumar, Arun Prabha	100,043	Zacharias, Gemma	94,552	Ziffle, Adam	84,285
Yaworski, Heather	50,166	Zaiser, Juanita	95,512	Ziffle, Melanie	52,266
Yeager, Lianne	65,728	Zamayla, Ronie	107,876	Zigante, Nerina	69,083
Yeary, Markie	90,994	Zamora, Ernesto Brix	131,292	Zimbaluk, Katrina	56,704
Yee, Barry	85,326	Zaremba, Alisha	59,557	Zimmer, Douglas	58,977
Yee, Betty	108,389	Zarusky, Wanda	106,779	Zimmer, Lenore	58,636
Yee, Jameszene	69,543	Zawislak, Darlene	65,013	Zimmer, Mae	51,066
Yee, Michelle	97,964	Zech, Ken	68,176	Zimmer, Martine	96,180
Yee, Nicole	60,828	Zelada, Lilyans	102,586	Zimmerman, Adolph	54,537
Yee, Raymond	90,900	Zelada, Monica	66,985	Zimmermann, Jill	91,190
Yeo, Andrea	54,088	Zelensky, Kayla	81,326	Zinkhan, Linda	110,246
Yeo, Nicole	85,430	Zeleny, Lisa	76,291	Zinn, Tammy	82,804
Yeomans, Michelle	76,309	Zelinski, Joyce	66,219	Znidaric, Laura	76,237
Yeung, Andrea	90,068	Zelionka, Karla	54,439	Zorn, Gail	94,923
Yole Merasty, Natanis	99,655	Zemlak, Karen	64,421	Zorn, James	69,635
Yoner, Vincent	65,898	Zerff, Terry	64,268	Zsohar, Karoly	66,339
Young, Melodie	81,405	Zerff, Tracey	76,840	Zuck, Adrienne	101,564
Young, Neil	98,385	Zerr, Barbara	76,625	Zummack, Amy	67,024
Yowin, Ywomo	74,491	Zerr, Mollyann	75,210	Zurburg, Blaine	66,628
Yuan, Chunqiong	135,164	Zerr, Ryan	61,572	Zurburg, Lisa	81,516
Yurkiw, Kayla	77,795	Zess, Cara	58,041	Zwarich-Law, Theresa	68,027
Zabiaka, Sharon	74,996	Zhang, Bing	71,125	Zwarych, Kristal	84,830
Zachariah, Jayarani	120,279	Zheng, Lu	74,391		
Zacharias, Dellis	80,697	Ziegler, Lindsey	103,670		

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

Vendor Name	Payment	Vendor Name	Payment
101004391 Saskatchewan Ltd.	53,219	Advantage Medical Professional Corp.	506,541
101025261 Saskatchewan Ltd.	65,096	Ady Lovicare Medical Prof. Corp.	79,193
101027726 Saskatchewan Ltd.	1,210,810	AGFA Healthcare Inc.	104,877
101140166 Saskatchewan Ltd.	126,853	Alberta Traffic Supply	58,395
101170918 Saskatchewan Ltd.	203,345	Alcon Canada Inc.	1,067,950
1621 Albert Street Development	953,436	Alere Inc.	300,471
393032 Alberta Ltd.	163,212	Alireza, Dr. Karimi Pour	196,532
3M Canada Company	71,445	All Sask Coffee Services Inc.	221,430
616814 Saskatchewan Ltd.	97,631	Allergan Inc.	125,073
AB Electric Corp.	558,387	Allscripts Healthcare LLC	2,033,114
Abayomi Fowora Medical PC	164,574	Alps Canada	55,572
Abbott Laboratories Limited	1,968,317	American Medical Systems	204,187
Abbvie Corporation	199,302	Ames, Dr. Christina	292,151
Aboguddah, Dr. Ayman	52,358	AMO Canada Company	981,812
Abraham Vermeulen Medical Prof. Corp.	321,857	AMT Electrosurgery	378,673
Acart Equipment Ltd.	93,171	Analysis Works Inc.	285,984
Accentus Inc.	238,197	Andre Claassen Medical Prof. Corp.	509,837
Access Communications	161,334	Anexxa Medical Technologies Inc.	149,416
Accreditation Canada	236,503	Anna O'Malley Medical Prof. Corp.	369,072
Acklands Grainger	238,710	Arch Transco Ltd.	232,027
Action Sewer & Drain Services Ltd.	57,284	ArjoHuntleigh	407,889
Adams, Dr. Winston Edgar	109,359	Arnold Medical Professional Corporation	562,130
Adewumi Adanlawo Med. Prof. Corp.	246,627	Arthrex Inc.	317,371
Advanced Instruments Inc.	51,498	Artis REIT Property Management	156,309

APPENDIX D: PAYEE LIST

Vendor Name	Payment	Vendor Name	Payment
Ascent Management Group Inc.	52,816	Carl Zeiss Canada Limited	116,817
Aspe Lucero, Dr. Carlos	681,950	Carson Energy Services Ltd.	72,852
Associated Asbestos Abatement Ltd.	117,298	Carson, Dr. George	87,868
Associated Health Systems	83,899	Cassandra Klassen Consulting	68,310
Atlas Apex Roofing Saskatchewan Inc.	2,357,467	CDW Canada Inc.	716,532
Austin Resilience Development Inc.	82,273	Centennial Foodservice	84,612
Avepoint Canada	64,025	Chief Medical Supplies Ltd.	1,404,791
B & R Holdings Inc.	137,597	Chikukwa, Dr. Tineyi	61,906
Bains, Dr. Jasmeen	171,016	Chitronics	392,362
Bard Canada	799,357	Christie Mechanical	373,266
Baumann, Dr. Gregory Hans	153,158	Chukwujekwu Medical Prof. Corp.	385,215
Bawden, Dr. Jaime	169,831	Chung Chun International Trading	50,368
Baxter	3,833,090	Cisco Systems Capital Canada Co.	327,118
Bayer Inc.	906,166	Citagenix Inc.	351,678
Bayer Medical Care Inc.	252,216	City of Regina	20,829,821
Bayshore Home Health	261,387	Cityview Properties	109,194
BC Textile Innovations	60,053	Clarion Medical Technologies	174,578
BDM IT Solutions Inc.	301,314	Coca Cola Bottling Ltd.	131,846
Beckman Coulter Canada LP	587,418	College of American Pathologists	164,715
Becton Dickinson	293,479	College Of Medicine	338,000
Bee Clean Building Maintenance	346,402	Commissionaires Saskatchewan	113,026
Belanger, Mark	87,750	Computrition Inc.	64,541
Bell Canada	52,129	Conexus Arts Centre	73,938
Bellows, Dr. Anne	319,496	Conexus Credit Union	110,452
Beukes Vorster Medical Prof. Corp.	201,069	Conmed Linvatec	718,760
BGI	77,891	Conroy Ross Partners Limited	138,541
Bhargava, Dr. R.	67,044	Convatec Canada	108,068
Bijhan Ebrahim Medical Prof. Corp.	408,459	Cook (Canada) Inc.	1,587,048
Bio Rad Laboratories Canada Ltd.	363,924	Coomaran, Dr. Vasuki	59,232
Biomed Recovery and Disposal	1,033,966	Courtney, Dr. Rosemary	173,641
Biomerieux Canada Inc.	470,377	Coutts Courier Company Ltd.	490,803
Biomet Canada Inc.	129,556	Covidien Canada ULC	2,822,783
Biotronik Canada Inc.	84,177	Cowley, Dr. Jennifer	117,235
Black & McDonald Ltd.	249,518	CPDN 3130827 Canada Inc.	2,576,616
BMS Integrated Services Inc.	657,307	Creative Options Regina Inc.	140,690
Boan, Dr. Jarol	62,224	Crichlow Hobeika Medical Prof. Corp.	99,130
Bomimed Inc.	391,289	Crown Enterprises Ltd.	148,514
Boston Scientific Corp.	2,086,013	Crown Filing Systems	54,382
Bowers Medical Supply Co.	77,018	Crown Shred And Recycling	109,725
Bracco Imaging	474,546	D & R Roofing Inc.	102,823
BSN Medical Inc.	63,204	Dafco Filtration Group	81,823
Bunzl Canada	338,259	Damodharan Psychiatric Services PC Int.	536,957
Burlodge Canada Inc.	50,285	Darvek Consulting	187,348
CADD:FM Management Services Ltd.	93,143	David Aplin and Associates Inc.	79,733
Caltec Flooring Ltd.	104,465	Davis, Lance	103,344
Canada Bread West	63,149	Dawsco Services Ltd.	253,177
Canada Revenue Agency	95,996	Dayo Oladipo Medical Prof. Corp.	540,867
Canadian Hospital Specialties Ltd.	539,335	DC Strategic Management	212,491
Canadian Union of Public Employees Local 3967	4,144,064	Dehghani, Dr. Payam	54,433
Cardinal Health Canada	6,454,031	Demand Janitorial Equipment Repair	72,360
Cardiomed Supplies Inc.	64,381	Denson Commercial Food Equipment Inc.	93,261
Carefusion Canada 307 ULC	255,414	Dentons Canada LLP	92,405
Carestream Health Canada Company	415,804	Devaraj, Dr. R.	130,877
Carestream Medical Ltd.	228,788	Devitt, Dr. Neil	83,700
		Dianna Ghaniabadi Medical Prof. Corp.	237,077

APPENDIX D: PAYEE LIST

Vendor Name	Payment	Vendor Name	Payment
Diasorin Inc.	129,106	Dr. James Coruzzi Medical Prof. Corp.	387,028
Direct Integrated Transportation	117,896	Dr. Jamison Medical Prof. Corp.	411,920
DJO Canada Inc.	255,198	Dr. Jane Arthur Medical Professional Corp.	517,289
DKC Associates	50,545	Dr. Jeremy D. Fitzgerald Medical Prof. Corp.	370,912
DLGL Ltd.	657,274	Dr. JG Maslany Medical Prof. Corp.	80,960
Do All Floors Ltd.	80,346	Dr. Jill Wooff Medical Prof. Corp.	551,145
Dominion Biologicals Ltd.	79,707	Dr. Joan Baldwin Medical Prof. Corp.	67,710
Donna L. Ledingham Medical Prof. Corp.	490,603	Dr. John Alport Medical Professional Corp.	293,259
Donna L. Towers Consulting Inc.	66,993	Dr. John Hanson Medical Prof. Corp.	323,512
Dr. A. J. Kilmury Medical Prof. Corp.	69,728	Dr. Juri Van Staden Med. Prof. Corp.	194,759
Dr. A. Kielly Medical P. C. Inc.	328,664	Dr. K. Reddi Medical Prof. Corp.	385,185
Dr. A. Papish Medical Prof. Corp.	176,935	Dr. Kamencic Medical Prof. Corp.	88,065
Dr. A. Van Der Merwe Medical Prof. Corp.	89,021	Dr. Kamla Verma Medical Prof. Corp.	189,834
Dr. Al Hayki Medical Prof. Corp.	536,246	Dr. Kathy J. Ferguson Medical Prof. Corp.	419,126
Dr. Alexander Wong Medical Prof. Corp.	363,330	Dr. Kingsley Ibediro Medical Prof. Corp.	191,027
Dr. Allison Crichlow Medical Prof. Corp.	87,432	Dr. Kumaravel Pillay Medical Prof. Corp.	492,437
Dr. Alseraye Medical Prof. Corp.	353,779	Dr. Kyle Gorman Medical Prof. Corp.	107,618
Dr. Amer Khalifa Medical Professional Corp.	72,938	Dr. Kyle Raab Medical Prof. Corp.	162,447
Dr. Amos Akindiji Akinbiyi Medical Prof. Corp.	76,826	Dr. Lane Rathgeber Medical Prof. Corp.	144,933
Dr. Angela Arnold Medical Prof. Corp.	455,795	Dr. Lourens Blygnaut Medical Professional Corp.	199,152
Dr. Angela Poole Medical Professional Corp.	66,944	Dr. Lucas Potgieter Medical Professional Corp.	578,144
Dr. Angus David Kirby Medical Prof. Corp.	626,716	Dr. M. Byker Professional Corporation	164,031
Dr. Annabelle Mang Med. Prof. Corp.	99,383	Dr. Mark Cherry Medical Prof. Corp.	105,273
Dr. Arup Michael Roy Inc.	52,018	Dr. Michael Lyons Medical Prof. Corp.	250,968
Dr. Bakul Deb Medical Prof. Corp.	413,884	Dr. Mito P. Fink Medical Professional Corp.	78,994
Dr. Brenda Keeping Medical PC Ltd.	95,151	Dr. Nasimbanu Alibhai Medical Prof. Corp.	119,785
Dr. Brian Laursen Prof. Medical Corp.	79,255	Dr. Natarajan Medical Prof. Corp.	238,871
Dr. C. R. Houlie Medical Prof. Corp.	462,243	Dr. Neil Cowie Anesthesia Prof. Corp.	89,644
Dr. Christine Lett Medical Professional Corp.	53,306	Dr. Nermeen Youssef Medical Prof. Corp.	318,312
Dr. Corrine Jabs Medical Prof. Corp.	184,494	Dr. Nicolaas Van Der Berg Medical Prof. Corp.	135,187
Dr. D. Korol Medical Prof. Corp.	484,852	Dr. Oladapo Soyemi Medical Professional Corp.	394,374
Dr. David Kopriva Medical Professional Corp.	631,572	Dr. Olaogun Medical PC Inc.	206,993
Dr. Denis Jones Medical Prof. Corp. Inc.	69,068	Dr. Ole Rasmussen Medical Prof. Corp.	182,787
Dr. DJ McCarville Vascular Surgeon Prof. Corp.	646,310	Dr. Osama Al Agha Pathologist PC Inc.	611,856
Dr. E. Le Roux Medical Prof. Corporation	571,936	Dr. Osita Elendu Medical Professional Corporation	308,365
Dr. Edward Patterson Medical Prof. Corp.	507,295	Dr. Patels Medical Professional Corporation	206,050
Dr. Elias Oluma Medical Prof. Corp.	56,702	Dr. Penny Clein Medical Prof. Corp.	80,275
Dr. F. Lien Medical Prof. Corp.	124,989	Dr. R. Cardoso MFM and G PC Inc.	63,495
Dr. Farzana Timol Medical Prof. Corp.	62,396	Dr. R. H. Abdulla Medical Prof. Corporation	173,398
Dr. Francis Bowen Medical Prof. Corp.	295,884	Dr. R. Marwah Medical Prof. Corp.	325,695
Dr. G. B. Suberu Medical Prof. Corp.	50,697	Dr. R. Varma Medical Prof. Corp.	96,678
Dr. G. Teichler Medical Prof. Corp.	130,114	Dr. Randall Radford Medical Prof. Corp.	459,872
Dr. Glenda Kaban Medical Prof. Corp.	295,610	Dr. Rashaad Hansia Medical Prof. Corp.	527,861
Dr. Glenn Ollenberger Prof. Corp.	1,043,386	Dr. Raul Garcia Medical Prof. Corp.	91,900
Dr. H. Bouwer Med. Prof. Corp.	53,920	Dr. Ravinder Likhari Medical Professional Corp.	313,198
Dr. Heather Mollison Medical Prof. Corp.	72,268	Dr. R.E. Nesbitt Medical Prof. Corp.	323,432
Dr. Inas Youssef Medical Prof. Corp.	174,217	Dr. Rodney Zimmermann Medical Prof. Corp.	86,404
Dr. Ivor Orukpe Medical Prof. Corp.	322,903	Dr. Ron Taylor Medical Prof. Corp.	282,001
Dr. J. A. Fourie Medical Prof. Corp.	569,433	Dr. Ryan Lett Medical Prof. Corp.	84,989
Dr. J. Baig Medical Professional Corporation	435,640	Dr. S. Brent Harold Plains Medical Clinic	110,616
Dr. J. D. Booker Medical Professional Corp.	52,094	Dr. S. C. Bester Medical Prof. Corp.	119,831
Dr. J. G. Van Der Merwe Anesthesiology PG Inc.	95,871	Dr. S. C. Petryk Medical Prof. Corp.	208,648
Dr. J. H. E. McBain Medical Prof. Co.	71,253	Dr. S. Haque Medical Prof. Corp.	371,664
Dr. J. P. Rossouw Medical Prof. Corp.	530,176	Dr. S. Hoffman Med. Prof. Corp.	283,751
Dr. J. Stewart Mcmillan Medical Prof. Corp.	119,783		

APPENDIX D: PAYEE LIST

Vendor Name	Payment	Vendor Name	Payment
Dr. S. Leibel Medical Prof. Corp.	54,948	Fresenius Medical Care Canada	513,678
Dr. S. Yousef Medical Professional Corporation	231,480	Fries Tallman Lumber (1976)	55,167
Dr. Sabiha Javid Medical Prof. Corp.	63,762	Fritz, Dr. Dieter	55,217
Dr. Sanjay Jacob Medical Prof. Corp.	643,060	Fujifilm Sonosite Canada Inc.	110,221
Dr. Sarafa Tijani Medical Prof. Corp.	261,492	G B R Holdings Inc.	73,325
Dr. Shiu Lun Bryan Lee	120,807	Gamma Dynacare Medical Lab	2,886,052
Dr. Stephen Korkola Cardiac Surg. Prof. Corp.	64,636	Ganshorn, Dr. K.	158,163
Dr. Steven K. Lwanga Medical Professional Corp.	72,476	Gateway Mechanical Services	638,851
Dr. T. Potgieter Medical Prof. Corp.	188,350	Gaumard Scientific Company	82,073
Dr. Terrance A. Ross Med. Prof. Corp.	386,543	GE Healthcare Canada	2,673,848
Dr. Timothy Rosser Medical Prof. Corp.	99,360	George and Bell Consulting	93,064
Dr. Toluwalope Soyemi Medical Prof. Corp.	126,596	Gerbrands Medical Prof. Corp.	302,948
Dr. Tyler McLaren Medical Prof. Corp.	97,705	Getinge Canada Limited	185,559
Dr. V. Bedard Medical Prof. Corp.	51,901	Ghumman, Dr. T.	66,145
Dr. V. Jeena Medical Prof. Corp.	99,683	Glaxosmithkline Inc.	158,591
Dr. Verna Scott Med. P. C. Inc.	659,076	Golden Mobility	102,150
Dr. Vijay Trivedi Medical Professional Corp.	1,043,789	Golden Opportunities Fund Inc.	411,255
Dr. VK Patel Medical Prof. Corporation	342,502	Goswami, Dr. Suruchi	60,052
Dr. Vusumzi Mazamisa Medical Prof. Corp.	368,449	Goyal, Dr. Kunal	54,132
Dr. W. Lok Medical Prof. Corp.	122,077	Grand & Toy Limited	50,367
Dr. Y. Abu Ghazaleh Medical Prof. Corp.	117,660	Greenfield Specialty Alcohols Inc.	77,034
Dr. Youssef Sulaiman Al Begamy Med. Prof. Corp.	367,290	Haemonetics Corp.	69,787
Draeger Medical	115,056	Halford Electric Inc.	69,128
Dressler Medical Prof. Corp.	356,166	Health Sciences Association of Sask.	1,001,095
Duffy, Dr. P. J.	58,560	Health Shared Services Saskatchewan	32,361,424
EB General Contracting	52,864	Healthcare Insurance Reciprocal of Canada	634,353
EBSCO	197,980	Healthmark Ltd.	471,399
Ecolab Ltd.	342,600	Herjavec Group Inc.	100,590
Eden Textile	95,287	Hewlett Packard Canada Co.	282,393
Edward C. Alport Medical Prof. Corp.	642,541	Hill Rom Canada Ltd.	80,356
Edwards Lifesciences (Canada) Inc.	380,496	Hipperson Construction	577,453
Ecol Electric Sask. Ltd.	108,647	Hogan, Wayne T.	62,214
Ehealth Saskatchewan	989,753	Hologic Limited Partnership	539,877
Eisa Medical Prof. Corp.	599,879	Hometown Co-operative Ltd.	57,036
Elizabeth A. Gibbings Med. Professional Corp.	50,658	Horizon Computer Solutions	77,000
Elliott, Dr. William Thomas	218,704	Hoskins, Dr. Christopher Ryan	152,630
Ellwood, Dr. Amanda	74,842	Hospira Healthcare Corporation	4,321,760
EMCO Corporation	121,569	HR Enterprises Ltd.	68,750
Epic Information Solutions	333,456	Huisamen, Dr. Charles	129,845
Erv Parent Co. Ltd.	98,054	Huisamen, Dr. Louis	96,750
Esbe Scientific	77,911	HVAC Sales (1997) Ltd.	199,056
Evolution Presentation Technologies Ltd.	62,750	HVDM Medical Prof. Corp.	543,395
Evraz Place	65,863	IBM Canada Ltd.	123,863
Fact Computers	720,832	IMG Communication Specialist	68,250
Fahlman, Dr. Nicole	198,342	Imperial Parking Canada Corporation	56,008
Falkenberg, Dr. Konnie	309,636	Independent Choice Distribution	375,853
Farnorth Sales Association	192,028	Infor Canada Ltd.	688,773
Fedex	107,011	Innova Medical Ophthalmics Inc.	58,088
Ferring Inc.	71,370	Innovation Renovation Inc.	112,476
Finning International Inc.	144,628	INO Therapeutics	322,152
Fisher and Paykel Healthcare Inc.	155,783	Insertmotion Digital	97,636
Fisher Scientific Ltd.	199,486	Inspirewerx Enterprise Inc.	141,759
Francis, Harry	58,324	Instrumentation Laboratory Canada Ltd.	329,435
Fraser Health	186,804	Integra Canada ULC	192,777
		Integrated Power Services Inc.	74,140

APPENDIX D: PAYEE LIST

Vendor Name	Payment	Vendor Name	Payment
Inter Medico	122,988	Maquet Dynamed Inc.	395,493
Intergraph Canada Ltd.	566,262	Marsh Canada Ltd.	659,043
Ishaan Sundar Medical Prof. Corp.	549,638	Martha Briggs Medical Professional Corp.	53,745
J. Minion Medical Prof. Corp.	437,086	McArthur Medical Sales	75,119
Jacqueline Kraushaar Medical Prof. Corp.	308,588	McDougall, Dr. R. S.	54,668
Jagath Medical Prof. Corp.	143,093	McGinn, Pat	56,700
Janse Van Rensburg, Dr. Pieter	77,909	McKesson Canada Corporation	7,695,872
Jeffrey Betcher Medical Prof. Corp.	195,416	McKesson Information Solutions	250,698
John Tsang Medical Prof. Corp.	90,099	McLeod, Dr. Joanne	351,152
Johnson and Johnson	4,200,363	Med2020	80,669
Johnson Controls	765,618	Medela Inc.	193,820
Jubilant Draximage Inc.	99,802	Medfort Medical Prof. Corp.	170,168
K. Saczek Medical Prof. Corp.	100,256	Medicalmart West	128,992
Kabongo, Dr. Tshipita	177,943	Medi-Fax Canada Inc.	497,146
Karl Storz Endo	303,905	Medigas Inc. (Praxair)	60,234
Karunakaran, Dr. Kumudhini	50,968	Meditek	332,966
Kasipillai, Dr. G. A. L.	106,743	Medline Canada	97,782
KCI Medical Canada	273,804	Medtronic of Canada Ltd.	9,619,617
KLS	151,938	Mehmood Anesthesiology Associates PC Inc.	139,179
KMP Law	74,377	Melcor REIT Limited Partnership	408,121
Kobie Van Heerden Medical Professional Corporation	220,546	MGM Communications	144,394
Kozan, Dr. Daniel	57,391	MHPM Project Managers Inc.	57,075
KPMG LLP	72,500	Microage Computer Centres	94,896
Kraushaar, Dr. Greg	115,888	Miller Thomson LLP	476,192
Labtcian Ophthalmics Inc.	287,311	Millipore (Canada) Ltd.	61,579
Labuschagne Medical Prof. Corp.	616,139	Minister of Finance	1,443,415
Lantheus MI Canada Inc	231,470	Ministry of Central Services	110,316
Le Maitre Vascular	88,818	Minnaar Medical Prof. Corp.	508,532
Le, Dr. Brian Van	59,215	MIP Inc.	128,349
Leica Microsystems Canada Inc.	565,727	Mobile Instrument Service	72,215
Leidos Canada Inc.	511,905	Moore Canada	148,439
Lembke, Dr. Edward	82,267	Morguard Corporation	1,227,577
Leo, Dr. Joyce	106,500	Moustapha, Dr. A.	67,945
Lifecell Canada	315,343	Musculoskeletal Transplant	194,434
Lim, Dr. Chong Ha	65,946	MZ Islam Medical Prof. Corporation	53,718
Linvatec Canada	377,247	Nalco Canada Inc. C3124	135,965
Lionel Medical Professional Corporation	448,014	Neps LLC	75,557
Livanova Canada Corp.	439,614	Newcomp Inc.	282,425
Logan, Dr. D.	65,581	Newwest Enterprise Property Group ITF EK400	71,271
Loraas Disposal Service Ltd.	280,398	Nordion Canada Inc.	61,365
Lotz, Dr. B.	52,500	Nourian, Sayed Reza	51,984
LS Security Systems	59,306	Novartis Pharmaceuticals Canada	1,478,372
Lush Lawn	229,759	Nuance Communications Inc.	64,410
LVM Systems Inc.	55,573	Odenigbo, Dr. Chukwuemeka	58,105
Lyons, Dr. Megan	54,674	Odgers Berndtson Canada Inc.	93,008
MacPherson Leslie and Tyerman	272,336	O'Grady, Dr. M.	141,092
Macquarie Equipment Finance Ltd.	353,649	Olympus Canada Inc.	2,200,813
Malejczyk Medical Prof Corp	485,739	Onasanya, Dr. Lanre	64,823
Mali, Dr. B.	84,936	One Stop Vacuum Centre	53,462
Mallinckrodt Canada ULC	340,734	Online Business Systems	56,884
Mam Medical	146,300	Oracle Canada ULC	291,010
Mamchur, Dr. Joel	53,958	Ortho Active Appliances	53,828
Mann, Dr. S. S.	51,065	Ortho Clinical Diagnostics Canada Holdings	86,068
Manrex Limited	62,062	Ortman, Frank	74,879
		Orto Ped	349,396

APPENDIX D: PAYEE LIST

Vendor Name	Payment	Vendor Name	Payment
Ossur Americas Inc.	98,328	Riteway Electric	53,571
Ossur Canada Inc.	217,239	RK Holding Corp.	203,864
Othman, Ibraheem	71,593	Robert J. Horner Medical Prof. Corp.	384,692
Otto Bock Healthcare Canada Ltd.	152,121	Robin Hughes Medical Prof. Corp.	374,943
Oveisi, Dr. Javad	198,249	Roche Diagnostics	812,172
Oxoid Company	196,376	Roxon Medi-tech Ltd.	52,731
P. Pepler Medical Prof. Corp.	369,817	Rubicon Pioneer Village Pharmacy	247,627
P.J. Swart Medical PC Inc.	524,949	Rudovich Medical Professional Corp.	534,903
Partssource	95,270	Runge Construction	124,231
Patel, Dr. Rajesh	62,061	Russell Food Equipment Ltd.	237,341
Patterson Medical Canada	57,821	Ryan Consulting Services Inc.	185,856
Paul C. Chang Medical Prof. Corp.	118,715	Ryzer Door	229,703
PCL Construction Management Inc.	1,373,595	S. A. Chandrakanth Medical Prof. Corp.	50,891
Pebane, Dr. Bright	393,795	S. Du Toit Medical P. C. .Inc.	392,256
Pebane, Dr. M. Donald	500,344	Sahlmuller Rainer	50,400
Pegu, Dr. Satyaranjan	261,929	Salaam Medical Professional Corporation	358,926
Pentair Valves and Controls Canada Inc.	69,406	Salum Global Corporation	53,890
Pentax	174,765	Sana Medical Prof. Corp.	261,465
Percy H. Davis	107,947	Sandoz	85,251
Peter Van Rooyen Medical Prof. Corp.	52,975	Sanofi Pasteur Limited	98,288
Philips Healthcare	1,849,306	Saputo Dairy Products	263,323
Phonak Canada Ltd.	238,726	SaskEnergy	2,021,657
Physio Control Canada Sales Ltd.	289,957	SaskPower Corporation	7,148,695
Piche, Dr. Janelle	286,675	Sask. Healthcare Employees' Pension Plan	70,851,967
Pieter Muller Medical Prof. Corp.	531,302	Saskatchewan Polytechnic	73,778
Pipestone Kin Ability Centre Inc.	194,004	Saskatchewan Registered Nurses' Association	1,301,344
Plains Medical Clinic PC Ltd.	101,654	Saskatchewan Union of Nurses	3,135,560
Powerland Computers Ltd.	178,175	Saskatchewan Union of Nurses Local 105	147,941
Prairie Controls Ltd.	61,765	Saskatchewan Union of Nurses Local 106	370,208
Prairieheart Mobility	155,549	Saskatchewan Workers' Compensation Board	4,810,133
Praxair Canada Inc.	291,315	Saskatoon Health Region	132,717
Primed Canada Inc.	163,900	Saskatoon Trading Company Ltd.	100,458
Primed Medical Products Inc.	123,327	SaskTel	4,761,380
Print and Cheques Now Inc.	53,118	SaskWorks Venture Fund Inc.	371,125
Pro Foam Roofing Ltd.	101,724	Scalar Decisions Inc.	204,417
Procura	166,928	SCC Soft Computer	456,168
Prodije	52,185	Schaan Healthcare Products	7,742,781
Provincial Health Services Authority	222,390	Schulte, Dr. Paul	119,083
Provincial Medical Supply	341,670	Schweitzer, Dr. Alexandra	64,491
Public Employees Pension Plan	426,106	Select Medical Connections Ltd.	573,923
Purolator Inc.	117,098	Seno, Dr. Rommel	78,140
Quest Medical Inc.	70,013	Serenity Medical Prof. Corp.	324,472
R & D Paving and Landscaping	158,603	Seymour, Dr. Julie	309,460
R. Pikaluk Medical Prof. Corp.	86,043	SGL	50,465
Radiology Associates of Regina Medical P.C. Inc.	18,287,532	Shanahan's	64,024
Radiology Consultants Associated	2,794,550	Sheila Smith Medical Professional Corporation	191,431
Radiometer Canada	297,600	Shepherd, Dr. D.	79,831
Ratray Flavelle Medical Prof. Corp.	52,423	Shoppers Home Health Care	476,004
RBC Royal Bank	66,333	Siemens Healthcare Limited	821,393
Regina Police Service	82,565	Sigma Tau	113,578
Registered Psychiatric Nurses Assoc. of Sask.	122,930	Sivantos Inc.	237,267
Resolveit Solutions	68,697	Six Three Furnished Suites Inc.	80,842
Rhonda Zwack Medical Prof. Corp.	79,126	SkinnerMcLaughlin Medical Prof. Corp.	300,836
Richards Cabinets and Millwork	128,635	Slabbert, Dr. Jaco	165,887
Ritenburg & Associates Ltd.	352,546	Smith & Nephew Inc.	464,153

APPENDIX D: PAYEE LIST

Vendor Name	Payment	Vendor Name	Payment
Smiths Medical Canada Ltd.	379,970	Towers Ltd.	55,415
Softchoice LP Corporation	146,443	Translogic Ltd.	60,384
Somagen Diagnostics	754,301	Trudell Medical Marketing Limited	248,540
Soper, Dr. Juliet	435,832	Truven Health Analytics Inc.	64,508
Source Office Furnishings	244,505	TS & M Supply	58,813
Southmedic Incorporated	71,549	Ultramed Inc.	50,888
Spicers Canada ULC	339,139	Ultraray Medical Products	65,645
Springinatic, Wayne	60,845	Umuthi Medical PC Inc.	564,605
St. Jude Medical Canada Inc.	708,113	Unifirst Canada Ltd.	56,728
Stantec Consulting Ltd.	292,767	United Parcel Service	53,984
Stapol Consulting	179,253	University of Saskatchewan	105,544
Starkey Labs - Canada Co.	58,969	Valeant Canada LP	99,600
Staseson Klein Applicators Ltd.	153,946	Van Des Accessible Transit Inc.	84,473
Steris Canada Ltd.	526,685	Vantage Endoscopy	627,768
Streamline Contracting Ltd.	72,605	Verathon Inc.	87,288
Stryker Canada LP	5,046,383	Vipond Fire Protection Inc.	123,531
Student Energy In Action For Regina Community Health Inc.	50,000	Vital Aire	495,685
Success Office Systems	52,640	VWR International	191,046
Sullivan Healthcare Consulting Canada Co.	163,879	W. L. Gore & Associates Canada Inc.	103,552
Suncor Energy Products Partnership	154,873	Walters Industrial Mechanical	120,019
Sunil V. Khaladkar Medical Prof. Corp.	138,823	Warner Leasing Company Ltd.	127,898
Sunovion Pharmaceuticals Canada Inc.	303,956	Warner Truck Industries Ltd.	618,514
Superior Forklift Ltd.	151,013	Wayne's Moving	53,515
Supreme Office Products Ltd.	121,859	WBM Office Systems	321,445
Surgical Centres Inc.	4,502,511	WBS Wholesale Bakery Specialties Ltd.	134,494
Surgical Products Specialties	65,289	Welch Allyn	94,588
Synthes Canada Ltd.	919,665	Wesco Distribution Canada LP	195,618
Sysco	6,914,384	Westcan Vac Services Inc.	266,337
Takl Medicine Professional Corporation	319,300	Western CML Cleaners	83,655
Taylor, Greg	65,505	Westmed Mechanical Ltd.	97,270
Teleflex Medical Canada Inc.	529,348	Weston Bakeries Limited	106,983
Telus Health Transformation Services	232,633	Westridge Construction Ltd.	405,396
Terumo BCT Canada Inc.	226,712	Wheels on Wheels Specialty Transportation Ltd.	121,494
The Alport Family Trust	69,370	White Birch Medical Prof. Corp.	448,345
The Binding Site	52,773	Widex Canada Ltd.	94,096
The Great-West Life Assurance Company	3,277,673	Williams Wildenboer Medical Prof. Corp.	719,399
The Lifemed Group Inc.	139,834	Winnipeg Street Business Centre Ltd.	69,734
The Stevens Company	2,384,680	Wood Wyant Inc.	1,121,640
Theo Le Roux Med Prof. Corp.	159,630	Wu, Dr. Edwin	77,436
Thyssenkrupp Elevator	619,518	Wunder Medical Prof. Corp.	211,932
Tiann F. A. O'Carroll Medical Prof. Corp.	239,174	Yueng Chan A. Medical Prof. Corp.	134,797
Tornier Orthopedics Inc.	190,538	Zacharias Medical Professional Corporation	69,503
Toshiba	1,297,759	Zimmer Biomet Canada Inc.	3,811,994

APPENDIX D: PAYEE LIST

Transfers

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

Vendor Name	Payment	Vendor Name	Payment
615672 Saskatchewan Ltd	490,847	Phoenix Residential Society	1,559,441
Aboriginal Family Service Centre	816,272	Planned Parenthood Regina	184,851
All Nations' Healing Hospital Inc.	5,286,787	Prairie Ambulance Care (1998) Ltd	378,888
Autism Resource Centre	757,559	Rainbow Youth Centre	710,764
Canadian Mental Health Association – Regina Branch	483,403	Ranch Ehrlo Society	198,831
Canadian Red Cross	173,209	Raymore Community Health and Social Centre	75,509
CBI Physical Rehabilitation Centre	137,813	Regina Community Clinic	177,970
Cupar And District Nursing Home Inc.	3,106,767	Regina Early Learning Centre	747,513
Cupar Lions Volunteer Ambulance	325,579	Regina Lutheran Housing Corporation	4,902,171
Downtown Physiotherapy Centre	199,756	Regina Open Door Society Inc.	351,486
Extendicare Elmview	4,780,438	Regina Recovery Homes Inc.	1,252,552
Extendicare Parkside	13,283,859	Regina Sports And Physiotherapy Clinic	169,040
Extendicare Sunset	8,250,808	Santa Maria Senior Citizen's Home Inc.	10,044,339
Hope's Home Inc.	436,000	Soo Line Ambulance Association	263,740
Hutch Ambulance Service Inc.	638,313	Stepping Stones Childcare Co-operative	134,534
Imperial And District Ambulance Inc.	143,090	Street Workers Advocacy Program	163,968
JT Ambulance Service Inc.	421,130	Synergy Physio Inc.	160,865
Lumsden And District Heritage Home Inc.	2,494,575	The Governing Council of The Salvation Army	320,409
Mobile Crisis Services, Inc.	112,438	The Qu'Appelle Diocesan Housing Company	1,429,074
Mutchmor Lodge	50,763	The Salvation Army William Booth Special Care Home	8,505,641
North Central Community Association	52,852	Valley Ambulance Care Ltd.	546,480



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