

A monarch butterfly with vibrant orange and black wings is perched on the toe of a worn, grey and white sneaker. The background is a blurred outdoor setting, suggesting a park or street.

nCS

nelson  
community  
services *fyi.ca*

Supporting families, youth & individuals

2018 - 2019 | ANNUAL REPORT

# Celebrating Youth



## Our Vision

A compassionate and empowered community where families, youth, and individuals receive the supports and services they need to live dignified, resilient and hopeful lives.

## Our Mission

To support the well-being of families, youth, and individuals by providing counselling, housing, support, and outreach services in our community.

## Our Service Philosophy

Nelson Community Services believes that all individuals and families, at some time, experience difficulties in their lives and that they have an inherent right to be heard and to be supported. Our relational approach to service delivery is respectful of each person's identity, issues, strengths, culture, needs, and choices.

## A Message from the Board Chair & the Executive Director

On May 1<sup>st</sup> this year, we celebrated the 20<sup>th</sup> anniversary of Cicada Place! This vital supportive housing resource for youth living at-risk has served over 200 youth in the past 20 years. We feel very proud and grateful that this service has made a difference in the lives of so many youth.

The Cicada Place anniversary prompted us to shine a light this year on the broader needs of youth in our community. In October 2018, we hosted a "Day of Dialogue" where local youth service providers came together to explore where new service investments are most needed. More supportive housing options were identified as first priority. To that end, we collaborated with the City of Nelson on a proposal to BC Housing for Youth Housing, along with some Second Stage Housing for Women, to be developed above the Nelson Youth Centre (owned by the City of Nelson). Our proposal was not accepted, however, this led to our further discussions with BC Housing for other funding opportunities for both youth living at-risk and women fleeing violence. We remain optimistic that our planning and advocacy efforts will result in some much-needed supportive housing for our community.

All of NCS's programs were in high demand this year. Our amazing staff served over 2,000 families, children, youth, women, and men with counselling and various support services. We know, however, that more needs to be done to expand our network of supports and services to be even more responsive to those in need. We will continue to tell our community's story of need to funders and donors and we will continue to participate with our local, regional, and provincial partners in building more innovation into our sector, allowing us to be more efficient with dwindling resources while ensuring responsive, ethical, healthy and safe workplaces.

Thanks to the generous support and collaboration of our incredible donors, government ministries, and community partners, Nelson Community Services remains a place where many lives can begin to change.



Cathy Leugner, Board Chair



Rona Park, Executive Director

## Snapshot: 2018 - 2019 Performance Data

2361

2361: Total number of clients served (families, youth, and individuals) across 14 programs.\*

274

274 individuals participated in 12 different groups (men, women, youth, parents, and children's groups).

1373

1373: Total number of new referrals/requests for service.

42

Our Staff, Board & Volunteers

- Full-time Staff: 14
- Part-time Staff: 13
- Casual Staff: 7
- Board Members: 6
- Volunteers: 2

\* Around 1,500 of total clients served were through our youth and adult outreach roles in the community.



# Cicada Place Celebrates 20 Years of Supporting Nelson's Youth

Cicada Place, a first of its kind in BC, opened its doors on May 1<sup>st</sup>, 1999. Recognized as a best practice in serving youth by *Promising Approaches in Addressing Homelessness (Homeless Hub)*, Cicada Place provides 10 supported housing units for youth ages 16-22 years of age.

Over the past 20 years, Cicada Place has housed over 200 youth and 40 dependent children. The length of stay can be up to two years (average is about one year) and is based on youth's goals and needs for support. The average age for entering the program has been 18. The average number of youth on the waiting list at any given time is around 20.

Apartments are fully furnished, and youth pay a monthly rental fee that includes utilities. The subsidized rents, building maintenance, and on-site caretaker are supported through an Operating Agreement with BC Housing. The Ministry of Children and Family Development funds the weekly, daytime staffing component. We are grateful for the financial support of these government ministries. The program is accredited through the Council on Accreditation.

Cicada Place has provided our local youth with a unique and innovative solution to supportive housing; however, the ever changing demographic of youth in need leaves us with gaps in service delivery. We are seeing younger youth on our lengthy waitlist presenting with more complex issues. There is a need for a wraparound approach that can better support youth struggling with aging out of care, substance use, mental health issues, trauma, and exploitation. There is more work to be done, and NCS is committed to working with our community partners and funders to be leaders in closing the gaps for this vulnerable population.

“With a place to live I have one less thing to worry about in my stressful life. If all else fails, I have Cicada and the people there who care and support me. It's so nice to have a comfortable space to call home and start to build my own life and independence”. -current resident



## Cicada Alumni

### Where are they now?

Chefs // Hair Stylists // Small Business Owners  
Early Childhood Educators // Social Workers  
Teachers // Parents // Digital Artist  
Customer Service Representatives  
LGBT+ Program Facilitator  
Trades People // Estheticians  
Department Manager

“Cicada Place helped me gain the confidence to live on my own. I knew as a young adult that I had the capability to be independent after the program”.

-cicada alumni



**2018-2019 REVENUE**

Ministry for Children and Family Development (35%)	716,663
BC Housing (41%)	843,411
Ministry of Public Safety and Solicitor General (14%)	297,748
Grants & Program-Specific Private Donations (7%)	127,219
Interior Health Authority (1%)	35,000
School District 8 (<1%)	8,900
Kootenay Career Development Society (<1%)	5,296
Donations (<1%)	13,681
Interest/Sundry (1%)	23,700
<b>TOTAL</b>	<b>2,071,618</b>

**Our Program Funders**

BC Ministry of Children and Family Development, Public Safety and Solicitor General, BC Housing, Interior Health Authority, Homelessness Partnering Strategy (federal), School District 8, Kootenay Career Development Society, Columbia Basin Trust, RDCK (CIP Grant), BC Civil Forfeiture Office, Private Donors

**2018-2019 EXPENSES**

Administration Expenses (2%)	43,846
Building Expenses (8%)	159,313
Program Expenses (14%)	290,605
Salaries/Benefits (76%)	1,556,507
<b>TOTAL</b>	<b>2,050,271</b>

**Thank you ~ We could not do all we do without the generous donations from our community and the support of our funders.**

**Our Donors**

Thirty-one (31) donors donated \$13,681 this year to NCS. With these donations, we were able to enhance clients' lives by supporting summer camp fees for kids, Christmas dinners and presents for families and youth, departure kits, childcare and transportation supports, and so much more.

**WORKING TOGETHER TO CREATE A COMPASSIONATE & EMPOWERED COMMUNITY...**

You will find NCS staff out in the community, working collaboratively with school district staff, Nelson Police Department, MCFD Child Protection and Child & Youth Mental Health workers, Nelson at its Best, the Street Culture Collaborative, Youth Interagency Committee, Youth Centre, Women's Centre, Safe Kids & Youth (SKY) Initiative, Interagency Committee, Nelson Committee on Homelessness, Nelson Housing Committee, VAWIR/ICAT Committees, and IHA's Adult Mental Health and Substance Use, to name a few.

**We value the collaboration with our community partners in working toward improving services.**



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Supporting families, youth & individuals

# 2018 - 2019

- AGM Agenda
- Minutes from 2018 Annual General Meeting
  - Society Reports to the Membership

## **Nelson Community Services Society**

**47<sup>th</sup> Annual General Meeting**  
**Monday, September 16, 2019, 7:00 p.m.**  
**Held at the Railtown Meeting Room, 91 Baker Street, Nelson, BC**

### **AGENDA**

Territorial Acknowledgement

**Guest Presenter:** Kristin Brattebo, BCYC MACP - "Investing in our Youth"

1. Introductions
2. Adoption of Agenda
3. Adoption of Minutes of September 25, 2018 Annual General Meeting
4. Reports:
  - a. Board Chair
  - b. Finance Committee
  - c. Human Resources Committee
  - d. Community Relations Committee – Annual Report 2018-19
  - e. Executive Director
  - f. Performance Quality Improvement Team
5. Presentation of Audited Financial Statements 2018-2019
6. Appointment of Auditor for 2019-2020
7. Election of Board Directors
8. Adjournment

**\*\* Please join us for some refreshments \*\***

***Presentation of Years of Service Awards – Employees and Volunteers!***



**NELSON COMMUNITY SERVICES SOCIETY**  
**46th ANNUAL GENERAL MEETING**  
**Tuesday, September 25, 2018 at 7:00 p.m.**  
**Railtown Meeting Room, 91 Baker Street, Nelson, BC**

**Board Members Present:** Cathy Leugner (vice-chair), Maureen Kelsey, Alison Hutchison, Jody Dudley, Teresa Olleck (minute taker), Monica Doyle, Tracey Fellowes

**Regrets:** Jenna Skidmore (chair)

There were 23 people in attendance representing staff and community, plus Board members. There were 7 eligible voters present (from a possible 8 eligible voters)

Agenda Item	Presentation	Action
<b>Call to Order</b>	The meeting was called to order at 7:40 p.m. The Chair welcomed all in attendance. She reminded everyone that only paid members are eligible to vote. She introduced members of the Board (Monica Doyle, Maureen Kelsey, Jody Dudley, Alison Hutchison, Cathy Leugner, Secretary & Vice Chair, and Teresa Olleck; Chair, Jenna Skidmore is absent). Executive Director, Rona Park, was also introduced.	
<b>Guest Presentation</b>	Presentation by Ann Harvey regarding the 2018 <i>Report Card on Homelessness</i> in Nelson.	
<b>1. Agenda additions/deletions</b>	Agenda was distributed. It was included in the AGM Booklet, which also included Society Reports to the Membership and the Agency's 2017-2018 Performance Snapshot.	<b>Moved by :</b> Cathy Leugner <b>Seconded by:</b> Alison Hutchison <b>Motion:</b> That the agenda for the AGM be adopted as presented. <b>Carried</b>
<b>2. Adoption of Minutes</b>	Minutes of Nelson Community Services Centre's (NCSC) AGM of September 12, 2017 were distributed.	<b>Moved by:</b> Cathy Leugner <b>Seconded by:</b> Monica Doyle <b>Motion:</b> That the minutes of the meeting of the NCSC Annual General Meeting of September 12, 2017 be adopted as circulated. <b>Carried</b>
<b>3. Society Reports for 2017-2018</b>	All reports were distributed and presented. <b>a. Board Chair</b> Cathy Leugner presented the Board Chair Report	No Questions No Questions

Agenda Item	Presentation	Action
	<p><b>b. Finance Committee</b> Alison Hutchison presented the Finance Committee Report</p> <p><b>c. Human Resources Committee</b> Maureen Kelsey presented the Human Resources Committee report</p> <p><b>d. Community Relations Committee</b> Jody Dudley presented the Community Relations Committee report</p> <p><b>e. Executive Director's Report</b> Rona Park presented the ED Report</p> <p><b>f. PQI Report</b> Rona Park presented the PQI Committee Report</p> <p><b>g. Management Committee</b> Rona Park presented the Management Committee Report</p>	<p>No Questions</p> <p>No Questions</p> <p>No Questions</p> <p>No Questions</p> <p>No Questions</p> <p>No Questions</p> <p>No Questions</p> <p><b>Moved by:</b> Monica Doyle <b>Seconded by:</b> Alison Hutchison <b>Motion:</b> That Society Reports be accepted as presented.</p> <p><b>Carried</b></p>
<p><b>3. Presentation of Audited Financial Statements 2017-2018</b></p>	<p>Rona Park, Executive Director, presented an overview of the Audited Financial Statements for the year ending March 31, 2018, as prepared by Berg Lehmann, Chartered Accountants.</p>	<p>No Questions</p> <p><b>Moved by:</b> Alison Hutchison <b>Seconded by:</b> Ed Edmondson <b>Motion:</b> That Audited Financial Statements for the year ending March 31, 2018 be adopted as prepared by Berg Lehmann, Chartered Accountants.</p> <p><b>Carried</b></p>
<p><b>4. Appointment of Auditor for 2017-2018</b></p>		<p><b>Moved by:</b> Alison Hutchison <b>Seconded by:</b> Ed Edmonson <b>Motion:</b> That Nelson Community Services Society appoints Berg Lehmann as our auditors for 2018-19.</p> <p><b>Carried</b></p>
<p><b>5. Election of Board Directors</b></p>	<p><b>a. Election to Board:</b> Currently have seven Board members. Tracey Fellowes was appointed to the Board in July 2018.</p>	<p><b>Moved by:</b> Maureen Kelsey <b>Seconded by:</b> Monica Doyle <b>Motion:</b> That Tracy Fellowes be officially elected to the NCS Board of Directors for a two-year term.</p>



Agenda Item	Presentation	Action
	<p><b>Request for Nominations from the Floor:</b></p> <ul style="list-style-type: none"> <li>- First Request for Nominations from the floor.</li> <li>- Second Request for Nominations from the floor.</li> <li>- Third Request for Nominations from the floor.</li> </ul> <p><b>b. Nomination Slate</b> was presented as follows:</p> <p>Jody Dudley – 2 year (first year of a two-year term)</p> <p>Tracey Fellowes – 2 year (first year of a two-year term)</p> <p>Cathy Leugner – 1 year (last year of a two-year term)</p> <p>Alison Hutchison – 1 year (last year of a two-year term)</p> <p>Teresa Olleck – 1 year (first year of a one-year term)</p> <p>Monica Doyle – 1 year (first year of a one-year term)</p>	<p><b>Carried</b></p> <p>No other nominations</p> <p>No other nominations.</p> <p>No other nominations.</p> <p><b>Moved by:</b> Maureen Kelsey <b>Seconded by:</b> Alison Hutchison <b>Motion:</b> That the Nomination Slate as presented be elected by acclamation.</p> <p><b>Carried</b></p>
<p><b>6. Adjournment of AGM</b></p>	<p>The 46th Annual General Meeting of Nelson Community Services Society adjourned at 8:10 p.m.</p>	<p><b>Motion to Adjourn:</b> Jody Dudley <b>Seconded by:</b> Monica Doyle</p> <p><b>Carried</b></p>

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Minute Taker

\_\_\_\_\_  
Date

# 2018-19

## SOCIETY REPORTS TO MEMBERSHIP

### BOARD CHAIR'S REPORT

On behalf of the Nelson Community Services Board of Directors, I would like to express my gratitude and say what an honour it is to serve on the NCS Board. The commitment and professionalism that the staff demonstrates for families, youth, and individuals is the foundation for such a valuable community resource. The recognition of this value was published in the December 13, 2018 Final Accreditation Report from the Council on Accreditation where NCS received ratings that indicated good implementation of quality services. Thank you to all who participated in such a rigorous and worthwhile process!

At national, provincial, and municipal levels, there is much concern and talk about youth homelessness and prevention. Therefore, it is important to draw attention to NCS's Cicada Place, which has just celebrated its 20th Anniversary. This programming toward independent living for youth has been extremely successful and continues to be a model for supporting youth living at risk. Congratulations Cicada Place on 20 years of success!

All of the agency's programs continue to be very busy and often experience wait lists. These wait lists indicate there is a serious need within the community. NCS is a responsive agency that continues to brainstorm avenues for responding to the great need. As funding may be restrictive, thinking outside the box is necessary to continue to serve the many clients of NCS.

Planning and collaboration within the agency is essential for sustainability and growth. Through strategic planning, the Board and staff participate in this process together. The ownership and interest demonstrated during the process is validated within the plan's goals. One example is the commitment to learn and respond to Truth and Reconciliation. Together we have embarked on a journey through various educational experiences so that each individual may internalize with the head and heart what actions may follow toward reconciliation.

To the members and stakeholders of NCS, the Board of Directors is a dedicated group who stand with the staff in making Nelson Community Services a highly regarded service within the Nelson and district community. It has been a pleasure to serve as Board Chair and work with a creative, practical and dedicated group of directors. A shout out to all the program teams, program managers, administrative staff, and the Executive Director. You may not hear often enough that your work is greatly appreciated and valued.

Respectfully submitted  
Cathy Leugner, Board Chair

### FINANCE/AUDIT COMMITTEE REPORT

The Finance committee provides oversight of NCS Finances. The organization is fiscally sound and well managed. NCS faces some fiscal challenges as a non-profit society; however, we continue to operate well and within our means. We are very grateful to our generous community donors who help support our programs. The Finance Committee members this year included:

- Alison Hutchison – Treasurer
- Monica Doyle – Board member
- Cathy Leugner – Board member
- Vivian Smith – Finance Manager
- Rona Park – Executive Director



Over the past year, the Finance Committee met in October, February, April and August. Major activities for the Finance Committee this year included:

- Updating NCS Financial Plan to reflect the 2018-2022 Strategic Plan.
- Annual review and updating of Risk Prevention and Management Plan
- Developed new terms of reference for the Audit Committee
- Developed an Operating Contingency Reserve Policy and moved the Operating Contingency Reserve to Unrestricted Reserves.

In addition, an Audit Committee meeting was held in June to review the 2018-19 audited financial statements.

Respectfully submitted,  
Alison Hutchison, Treasurer

## **HUMAN RESOURCES COMMITTEE REPORT**

The HR committee provides oversight and direction to NCS in the areas of employee satisfaction and retention and recruitment. The committee is responsible for strategic planning, including succession planning to ensure NCS is sufficiently staffed and well managed at all times.

The HR committee members this year included:

- Alison Hutchison – Chair
- Teresa Olleck – Board member
- Cathy Leugner – Board member
- Rona Park – Executive Director

The committee met in October 2018, March and June 2019. Major activities for the HR committee over the last year were:

- Conducting an employee satisfaction survey in November/December 2018. The participation rate was 74% and major highlights or issues were shared with staff in January 2019.
- Approved a new administrative structure for NCS and created new job descriptions for Administrative Assistant and new Program Manager positions
- Updated the HR plan for 2018 – 2022
- Updated succession plan for the Executive Director position.

Respectfully submitted,  
Alison Hutchison, Chair

## **COMMUNITY RELATIONS COMMITTEE REPORT**

The Community Relations Committee had a busy year highlighted by the NCS Open House in November, and the Cicada Place 20<sup>th</sup> Anniversary in May. The Open House offered close to 70 community members a chance to tour the newly renovated main office space and talk to staff and Board Members about the many programs NCS offers.

The Cicada Place 20<sup>th</sup> Anniversary event was our special event of the year with some former clients returning and sharing their amazing stories, both past and present, with the community attendees. Thanks to Joyce Dahms and her team for putting on a great celebration event.

The committee also updated the Community Relations Strategic Plan to focus on donor recognition plans, fund raising plans, and revamping social media to focus on the NCS website. The Committee and Board members received training in fundraising plan development.

The committee worked with Katie Tabor, graphic designer, to finalize and print the NCS "rack card" for display and distribution. The rack card describes all NCS services and incorporates our new logo and branding. In 2020, the committee plans to design program specific rack cards using the same format.

NCS received just under \$14,000 in unsolicited donations from private donors this year. We are very grateful for the generous support of our community allowing us to enhance our supports to families, youth, and other individuals. The Dam Restaurant and Brent Kennedy School held a music event in celebration of International Women's Day and chose NCS's Aimee Beaulieu Transition House as the recipient of the proceeds from the evening. More focus on Third Party fundraising events such as this is planned for the coming year, as is a focus on raising funds for specific purposes.

Lastly, our long time Committee Chair and Board Member Jody Dudley is resigning from the committee and Board. Jody has been instrumental in guiding the committee and managing the website. Thank you so much Jody!

Committee Members this year included: Chair, Jody Dudley; Acting Chair, Tracey Fellowes, Teresa Olleck, Rona Park, Anna Maskerine, Joyce Dahms, and Katie Tabor.

Respectfully submitted,  
Tracey Fellowes, Acting Chair

## **EXECUTIVE DIRECTOR'S REPORT**

In October last year, we received our official notification regarding our reaccreditation status with Council on Accreditation. With that huge task and accomplishment now behind us, we forged ahead with our ongoing work and new four-year strategic plan.

In 2018-19, we experienced a period of contract stabilization, with no major program changes undertaken and very low staff turnover. As such, we were able to focus on exploring ways to enhance our existing programs in collaboration with our community partners. Here are some of the highlights of our work this past year:

- Organized a "Day of Dialogue" for Nelson and area youth service providers to review the existing service delivery spectrum and to determine where new investments need to be made, particularly for youth living at risk. Four priority areas were identified: create an ongoing planning table so we can be responsive to opportunities, more supportive housing options, more formalized wrap-around supports for youth leaving the foster care system, and mentorship opportunities.
- Submitted and were successful with our *Expression of Interest* to BC Housing to act as the local operator of a Second Stage Housing program for women leaving violence. We are currently in conversation with BC Housing as to ideal location, etc.
- Collaborated with the City of Nelson in the development of a proposal to BC Housing for both youth housing and second stage housing for women leaving violence, to be built above the Nelson Youth Centre, a City-owned building. While this proposal was unsuccessful, it has led to current dialogue with BC Housing about housing needs for both youth living at risk and second stage housing for women leaving violence.
- Engaged Board and staff in a number of activities that demonstrate our commitment toward decolonizing our practices and living into truth and reconciliation.
- Completed the 2<sup>nd</sup> year evaluation of the 3-year Street Outreach pilot program, which reflected good outcomes and a good deal of continued community support for the program.
- Focused on the development of our Trauma-Informed Practice Policy, followed by training.



- Supported training in a wide variety of areas for staff, particularly focused on prevention of violence in the workplace and employee safety in doing outreach work. This work will culminate in the development of a broader Prevention of Workplace Violence Plan in the coming year.
- Implemented a new three-year Collective Agreement and Local Issues Agreement, which included a significant low-wage redress for all employees in pursuit of parity across sectors.
- Increased agency security by installing security cameras, following an unfortunate office break in and minor theft.
- Continued to focus on areas of risk management by working in collaboration with our Kootenay Boundary Community Services Cooperative partners to pursue a Shared Financial Services system, on-line Client Information Management System, and Digital Disaster Data Recovery project. The latter project is complete while the other two are still underway.
- Participated with four Nelson social service agencies in the possible pursuit of co-locating our services to gain both operational efficiencies and service synergies where possible. The exploration continues.
- Implemented a new administrative structure for the organization that incorporates a new program manager position and corresponding changes to the scope of the Executive Director and Administrative Assistant positions. A new Admin Assistant began in June following the celebration of Pat Hendrickson's 30 years of service to the NCS admin team. Efforts continue in our search to find the right person for the Counselling & Family Services Program Manager position.

It has been a busy year of focusing on the above priorities, responding to grant opportunities, dealing with program, operational, and human resource challenges, and taking steps towards some of our longer-term objectives. As always, the demand for our services outstrips our capacity to respond. We remain committed to expanding our service options in ways that are meaningful and sustainable for the organization.

There have been considerable challenges provincially for the social services sector this year and we have relied heavily on membership in advocacy organizations to represent our interests at provincial tables. My continued Board role with the Federation of Community Social Services of BC and our memberships in various provincial organizations help to keep us informed of changes and priorities in our sector.

The work of leading and managing Nelson Community Services continues to be a source of stimulation and reward for me. I appreciate working with a very skilled and mature team of employees whose work, every single day, demonstrates their enormous dedication to our clients. I appreciate the commitment of our Finance/Administration and Program Management teams who hold and manage so many key pieces of our daily operation with me. And finally, I am forever grateful for the continued support and confidence that the Board has in me to lead this wonderful organization.

Respectfully submitted,  
Rona Park, Executive Director

## **PERFORMANCE & QUALITY IMPROVEMENT (PQI) TEAM REPORT**

The PQI Team has been in place since 2006 when NCS was first accredited with the Council on Accreditation (COA). The team's primary purpose is to ensure our commitment to promoting excellence and accountability in all aspects of our service delivery to clients, to our personnel, and to the community. Through the quarterly PQI review cycle, we assess and make efforts to improve the overall performance of programs and meeting standards that promote quality outcomes. The

PQI process is staff driven, and includes support and input from all levels of the organization, including the Board, management, administration, and stakeholders.

The PQI Team meets once every quarter to review reports about key aspects of service delivery including program outcome measures, client satisfaction data, client grievances, incident reports, inspection reports, occupational health and safety issues, and labour management issues. In addition, PQI tracks progress on the strategic plan, staff training, emerging issues that might imply policy changes, and reviews progress on any new initiatives undertaken by the agency.

In 2018 – 19, the primary focus for the PQI team was to prepare for the accreditation site visit in September 2018 by ensuring our work was in alignment with stated standards. We were successfully re-accredited for another four-year period. The next review cycle will be in 2022.

The work that emerged from the ongoing quarterly reviews of our processes included a commitment to improve the outcome measures of some programs to better reflect the work taking place, a review of several policies that required updating, the revision of some program forms, updates to key areas of our website, and a commitment to review the entire PQI plan in the coming year. We wish to improve the quality of our data recording and strengthen our program evaluation processes.

Committee membership changed mid-way through the year, thus bringing new and different perspectives to the table. Everyone's commitment to the quality improvement process is greatly appreciated.

Respectfully submitted,

PQI Team (Roger Luscombe, Anna Maskerine, Joyce Dahms, Cathy Swanston, Toumbi Heynen, Pat Hendrickson, and Rona Park; Board members – Teresa Olleck and Tracey Fellowes)