



Our Vision

A community providing health care closer to home.

Our Mission

Atikokan General Hospital is dedicated to excellence in compassionate and supportive health care for those we serve.

Our Values

Dignity. Compassion. Integrity. Creativity. Hospitality. Learning and Growth.



ATIKOKAN GENERAL HOSPITAL

2014-15 Annual Community Report



Message from the CEO and the Chair of the Board...

These are important times for health care in Ontario. With limited resources, an aging population and escalating costs the whole health system needs to be transformed. In 2012 the province unveiled its *Action Plan for Health Care*, a comprehensive strategy designed to deliver high quality and cost-effective services that are patient centered, and sustainable. In Ontario, for local administration of the Ministry of Health and Long Term Care services, the province is divided into 14 geographic areas. Atikokan is in the Northwest Local Health Integration Network (NWLHIN). Our NWLHIN have a Health Services Blueprint that is a ten (10) year plan. It was built with extensive community engagement and is supported with evidence and data. It focuses on integrating services, improving access and enhancing chronic disease prevention and treatment.

Atikokan General Hospital is a key partner in this strategy. Along with the other 12 hospitals in the NWLHIN we are working towards providing the Right care, at the Right time, in the Right Place. Each year the Hospital Board meets to review and revitalize our Mission, Vision and Values (see our annual community report). Our four key strategic directions are:

- Quality Patient Care,
- Workplace Excellence,
- Integration of Services, and
- Renovation and Redevelopment.

Renovation and Redevelopment Project

In the past year we have made good progress on our capital project. In July 2014 we submitted our stage 3 proposal.

Stage 2 was the functional plan which is to replace 19 beds with 11 new acute beds and 8 new long term care beds. Stage 3 describes the block schematics and sketch plans for the architectural, mechanical, and electrical systems needed in the new and renovated building. A total project cost estimate is also presented. After approval of Stage 3 we submitted Stage 4 which focuses on the working drawings and specifications. In February, we tendered a request for general, mechanical and electrical contractors to pre-qualify, and in May we had six competitive bids. As we publish this report we are finalizing the recommendations to the ministry to receive approval to award contract. If we stay on time the schedule would have us starting construction later this fall with completion at the end of 2016/early 2017.

Patient Care and Safety

In the patient care area there have been many accomplishments, for example nursing staff participated in the accreditation process. Following Best Practice Guidelines leads to good outcomes for our patients and resulted in Exemplary Standing by Accreditation Canada.

An Automated Medication Management System (AMMS) was introduced and funded

by the Small Rural Northern Health Transformation Fund. Many meetings and planning prior to implementing the 'go live', allowed for a smooth transition from our old system to the new technology. Adopting this system has shown that medication errors in dispensing have decreased significantly.

Thanks to the Atikokan General Hospital Foundation, nursing was able to purchase a new cardiac telemetry system. The final upgrades to the wireless system are completed and the 'go live' date for the new equipment will be June 16, 2015.

Three (3) new cardiac defibrillators have recently been purchased (also with funds from the AGH Foundation) and nurses are completing education on the care and use of these exciting and innovative pieces of new technology.

The Nursing Department continues to collaborate with Confederation College to provide placement and consolidation in the acute and long term care for three RPN students this year. Four RN students from Lakehead University were able to complete placements in the ER and acute care departments.

Collaborating with regional educational programs provides us with the opportunity to attract and recruit new nurses into our

work force. Two RN students went on to successfully complete a New Grad Initiative through Health Force Ontario, and are now ready to start their careers.

Many educational opportunities have been offered to our Extended Care Wing staff this past year, including: Mealtime Matters, Virtual Dementia Tour, Gentle Persuasive Approach in Dementia Care, RAI (Resident Assessment Instrument) training, PIECES (Physical, Intellectual, Emotional, Capabilities, Environmental, Social), and Oral Care Strategies through Best Practice Guidelines.

Telemedicine Care Closer to Home

Telemedicine continues to provide access and care closer to home for patients needing specialty care. In the fall of 2014 we began to provide a new Telemedicine service: Dermatology consultations through an OTN application 'Teledermatology'. In April of 2015 we were chosen to be a 'Telewound' site, which is another application of OTN technology. Both of these services provide care and assistance within 24 - 48 hours of uploading the images and sending history to an Ontario based Dermatologist or the wound care team in Thunder Bay respectively.

July 1, 2015 we are set to 'go live' in the Emergency Department with new Telemedicine equipment alongside the 'Regional Critical Care Response Program'. This service enables Physicians and Nurses to access critical care supports from a team at the Thunder Bay Regional Health Sciences Centre who will provide us with virtual medical assistance via the

Continued on page 4

AGH Board of Directors, 2014-15

Joan McIntosh, Chair; Brent Boyko, Vice-chair; Vic Prokopchuk; Wayne McAndrew; Marlene Davidson; Marj Lambkin, Town appointee; Ed Enge; Sheron Suutari; Pat Halwachs.

Non-voting ex-officio members: Doug Moynihan, President and CEO (Secretary-Treasurer of the Board); Dr. Joanne Spencer, Chief of Staff; Esther Richards, Chief Nursing Officer; Dr. Sara Van Der Loo, President of Medical Staff

THANK YOU • THANK YOU • THANK YOU • THANK YOU • THANK YOU • THANK YOU

Atikokan General Hospital Foundation gratefully acknowledges the following donations received between April 2014 and March 2015

Donations made in memory of...

<u>Agnes Abate</u> John & Marion Duggan Lynn & Shirley Allan Kathleen Modeland Vic & Madge Prokopchuk Marie Warren Henry & Margaret Cunningham Luana Sfalcin Ann & Vince Stilla L. Stilla Lorne & Dawn Hayes Stefan & Bonita Derech Violet Zucchiniatti Heather & Paul Hosick I.D. & M.G. 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THANK YOU • THANK YOU • THANK YOU • THANK YOU • THANK YOU • THANK YOU

• THANK YOU • THANK YOU • THANK YOU • From the Foundation...

Alan Williams (cont'd)
 Todd & Annette Bryk
 Betty & Andy Leishman
 Mark & Nora Clark
 Tracey Ellek
 Ed & Barb Thurier
 Ruby Ellek
 Walter & Betty Kristjanson
 Pat Martin
 R.C. Moffatt Supply
 Process & Steam Specialties
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 Dora & Melvin Larson
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 Susan & Gary Girard
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 Doreen Carragher
 Dan & Gergina Clarke
 Regina Emes
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 Jacob & Ruth Gerber
 Brenda Glover
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 Kelly & Pauline Jolicoeur
 Wayne & Doreen McKay
 Jeanne Reynolds
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 Annette Williams
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 John & Linda Simon
 Robert Moffatt
 Louise Clement
Fred Wilson
 Ron & Eunice Bang
Marlene Wood
 Marie Warren
 Therese Perron

Geoffrey & Michele Davis
 Werner & Diane Kaus
 Ellen Basford
 Marjorie Roemer
Bunny Wray
 Robert Moffatt
Monica Yurick
 Emma Braun
 Sarah Haw
 Dianne & John Williams
 Charlene & Daryl Romyn
 Verne Craven
Alice Yurkiw
 Georgette & Glenn Rawlings
Stafford Yurkiw
 Georgette & Glenn Rawlings
 Betty & Andy Leishman
 Mary Wasylenki
 Richard & Heather Trottier
 John & Stephanie Torbiak
Leah Zillman

Legion Ladies Auxiliary Br. 145

Event & Program donations...

AGH Payroll Donations
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 Corina Anderson
 Greg Armstrong
 Krystal Bain
 Michael Baxter
 Krys Bednarski
 Darlene Benjamin
 Sarah Bjorkman
 Jodi Blair
 Val Bolen
 Brette Cain
 John Cain
 Paul Campbell
 Kristy Carcary
 Melissa Caron
 Cara Chambers
 Marie Cornell
 Carol Coulson
 Kim Cross
 Mindy Cross
 Kim Cryderman
 Bridget Davidson
 Crissy Desaulniers
 Amanda Dickson
 Robert Donohue
 Donna Doucette
 Cathy Ducharme
 Sue Gascoigne
 Ryan Gibson
 Bonnie Goulquier
 Christine Grant
 Gerry Hall
 Sue Hall
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 Leanne Haney
 Robert Herrmann
 Samantha Holmgren
 Amber Horricks
 Valerie Huntley
 Mohammad Islam
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 Val Johnson
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 Janice Kitchen
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 Tara Warren
 Trish Warren
 Diana White
 Jessica Williams
 Stacey Wood
 Angel Young

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 Pat and Sandra Armstrong
 Evelyn Ashford
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 Sylvia Brandrick
 Larry & Lauren Brown
 Les & Lorraine Cain
 Clayton Calberry
 Doreen Carragher
 Bill & Ruby Costello
 Kim & Lanny Cross
 Clifford & Marie Cunningham
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 Jo Ann Degagne
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 Vic & Madge Prokopchuk
 Martha Romanson
 Hilda Shmyr
 Ernest & Mary Ellen St. Pierre
 Stan & Betty Stewart
 Ev & Moe Tribe
 Mary Wasylenki
 Shirley Wiens
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 Geordie Fallis
 Leonard & Betty Pollard
 David Riding
 Hank & Kryna Smit
 Samantha St. Louis
 Mary Wasylenki
 Fergy & Mary Wilson
 CWL - St. Patrick Parish
 Down Wash Holdings Ltd.
 OPG
 Old Timer's Hockey
 OPG - employees of AGS
 Royal Bank of Canada
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Welcome Wagon Ltd.
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 Tammy Beyak
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 Bonnie Clairmont
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 Cindy Veran
 Darryl Warkentin
 Janelle Zacharias
 Corinna Zygmunt
 Ryan Zygmunt
 Atikokan Foodland
 Atikokan Pharmacy
Extended Care Wing
Donations
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 Alice Gilbert
 R & C Boon
Today I'm Working For My Hospital
 Corina Anderson
 Joerg Bartsch
 Val Bolen
 Cara Chambers
 Marie Cornell
 Dr. David Cranton
 Kim Cross
 Bridget Davidson
 Amanda Dickson
 Donna Doucette
 Cathy Ducharme
 Gillon's Insurance Brokers
 Susan Girard
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 Robert Herrmann
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 Wendy Kempf
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 Dr. Ann Stevens
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 AGH Employees
 Atikokan Home Hardware
 Atikokan Pharmacy
 Atikokan Quilt Guild
 CIBC Staff
 Celestial Gold
 Community Living Atikokan
 Royal Bank of Canada
 TD Canada Trust Staff

AGH Service Awards 2014

30 Years
Cindy Poirier
25 Years
Jill Leduchowski
Kim Sportak
20 Years
Tanis Lavallee
15 Years
Val Johnson
10 Years
Michelle Anderson
Lori Allan
Sherri Manford
5 Years
Candia Anderson
Corina Anderson
Kara Blanchard
Jackie Johnson

It is that time of year again, and I have the pleasure of reflecting on the past year and what we have accomplished.

As always, our year starts out with our Annual 'Today I am Working for My Hospital' Campaign. This year marked our 8th annual event. With the help of 14 local businesses and 22 AGH staff members, our campaign raised \$5,104.26. These funds were used to purchase an airbed mattress to improve comfort and circulation for bedridden patients.

In June 2014, we had a 'Come and Go Tea' in the Hospital Gazebo to celebrate our Foundation's 10th anniversary. At the Tea we recognized those who have contributed so generously over the years. During the past 10 years (2004-2014) our Foundation was able to assist the hospital with the purchase of medical equipment and/or facility improvements which totaled in excess of \$479,000.00.

On December 4, 2014 we hosted our Celebration of Friends gathering. Once again, we were delighted to be entertained by The Signing Friends. All of the residents and guests enjoyed the sing-a-long and I'm sure the songs brought back wonderful memories of the Christmases gone by.

Our Foundation also received a letter from Esther Richards, Chief Nursing Officer, requesting three Cardiac monitors to assist the nursing staff on the floor and in the Emergency Department. We were happy to provide \$60,000 for the purchases.

Furthermore, with support from a personal donor and Thunder Bay Regional Foundation, we were able to purchase two new Chemotherapy chairs for our small Chemo room. Personally, I can say that these chairs were a great investment.

A big thank you to everyone who helped make this year a success. Community involvement, generosity and donations, paired with a dedicated Board made for many positive changes and updates at our hospital. We hope that our 2015-2016 year is just as great!

Cheryl Fairbairn
AGH Foundation Chair

AGH Foundation Board of Directors 2014-2015:
 Cheryl Fairbairn, Chair; Kim Cross, CFO/VP-
 Corporate Services; Linda Lindsay; Joan McIntosh;
 Shirley Rasinaho; Pat Halwachs; Donna Doucette

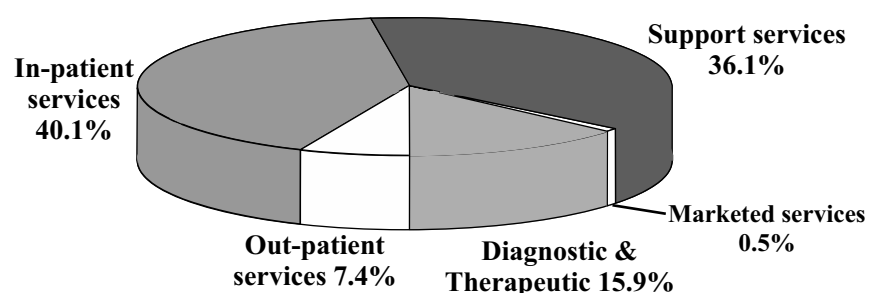
2014-15 FINANCES

Financial Statement

	2014/15		2013/14	
Revenue by Source				
Ministry of Health/LHIN				
funding allocation	\$	7,233,797	74.62%	\$ 7,278,279 75.79%
Other programs	\$	817,778	8.44%	\$ 784,868 8.10%
Other non-Ministry revenue				
from patient services	\$	594,570	6.13%	\$ 533,119 5.50%
Other miscellaneous revenue	\$	822,566	8.49%	\$ 801,864 8.27%
Deferred capital contributions	\$	225,214	2.32%	\$ 204,552 2.11%
Total Revenues	\$	9,693,925	100%	\$ 9,602,682 100%
Expenses by Type				
Salaries & Wages	\$	5,340,299	55.09%	\$ 5,235,097 54.52%
Employee benefits	\$	1,398,570	14.43%	\$ 1,538,655 16.02%
Medical staff fees	\$	104,057	1.07%	\$ 104,185 1.08%
Medical & surgical supplies	\$	111,526	1.15%	\$ 131,253 1.37%
Drugs	\$	105,415	1.09%	\$ 77,794 0.81%
Supplies & other expenses	\$	1,391,011	14.35%	\$ 1,364,231 14.21%
Bad debts	\$	1,602	0.02%	\$ 12,322 0.13%
Depreciation	\$	464,502	4.79%	\$ 424,425 4.42%
Other programs	\$	817,778	8.44%	\$ 784,868 8.17%
Total Expenses	\$	9,734,760	100.42%	\$ 9,672,830 100.73%
Surplus/(Deficit)	\$	(40,835)	-0.42%	\$ (70,418) -0.72%
TOTAL	\$	9,693,925	100%	\$ 9,602,682 100%

***This financial information is based on the twelve month period April 1, 2014 to March 31, 2015.*

Operating expense by type of service



From the Chief of Staff...

Over the last year, the Atikokan community has continued to support our hospital and staff. Some examples are with donations to the Foundation, participation in Board governance and community committees, and welcoming learners and locum staff.

Through donations made in memory of loved ones, or made by community groups, the Foundation has provided equipment for Extended Care and the Chemotherapy Program. For acute care services, new cardiac monitors have been purchased for the emergency department and acute care. Thank you to Atikokan for donations that support our work to provide services close to home.

The Hospital Board relies on community members for participation. It is certainly a learning curve, understanding governance, risk management and quality improvement - for myself also as Chief of Staff. But we help each other, to support the health care provided in our community. We were one component of the recent hospital Accreditation process. Many thanks to the community and hospital staff also, for celebrating our hospital's work through the process.

The Atikokan community supports so many organizations, part of what helps make Atikokan home. I would like to mention our Family Health Team Board - we are fortunate

to have a Family Health Team providing excellent primary care programs and Board volunteers help make this possible. As a health care provider, I also thank the Recruitment Committee, who volunteer their time to work towards recruiting health care providers.

Education for health care professionals is ongoing, and we have seen learners from rehabilitation, nursing and physician programs, at the Hospital and Family Health Team. An educational experience is not only for knowledge and skills, but also for a chance to learn about a rural community. Staff and community volunteers take time to show Atikokan's recreational opportunities to learners and locum physicians - thank you.

This is a busy time for recruitment of health care professionals. We have a number of locum physicians who enjoy working in Atikokan, and enjoy the community - fishing, swimming, golfing, Entertainment Series to name some activities. We are working towards recruiting permanent physicians also - our excellent programs at the hospital and Family Health Team, up to date medical equipment and opportunities to explore the area are all part of the recruitment process. As Chief of Staff, thank you Atikokan.

*Dr. Joanne Spencer
Chief of Staff*



AGH staff gathered on an April afternoon to celebrate an outstanding result with the hospital review by Accreditation Canada. On hand are (front) Bridget Davidson, Jessica Williams, Jaynie Clairmont, Linda Morelli, John Wright, Ryan Gibson; (back) Karena Johnson, Corina Anderson, Tanis Hampshire, Cathy Ducharme, Robert Herrmann, Tanis Lavalley, Ashly VanSantvoort, Doug Moynihan, Kim Cross, Paul Campbell



Anthony Kadikoff (left) chair of the Thunder Bay Regional Health Sciences Foundation, and Dan Bissonnette, its senior development officer, visited AGH in October to present \$8,487 from the Northern Cancer Fund to support the purchase of a new chemotherapy treatment chair and medication-storage fridge. Accepting on behalf of the hospital are Cheryl Fairbairn, chair of the AGH Foundation (and a patient), RN Stacey Wood, AGH board chair Joan McIntosh, pharmacy assistant Corina Anderson, and oncology nurse Susan Sampson.

From the CEO and the Chair of the Board of Directors...

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two-way camera. This is an extremely exciting new application of emergency Telemedicine that will provide our isolated community with top notch care.

Data from **June 1st 2014 through May 31st, 2015** shows we have provided access to 89 consultants specializing in 22 different areas of clinical service. A total of 773 patient appointments have taken place. New for this time period has been Orthopaedic services at 33 appointments, Teledermatology at 12 events, and Telewound at 11. There have been 218 Administrative/Educational events via Telemedicine, for a total of 991 total events throughout this time period. These numbers have been relatively stable for the past two years.

Chemotherapy and Care Closer to Home

Chemotherapy services continue to provide care closer to home for Oncology patients requiring chemotherapy treatments. In **fiscal year 2014/2015**, there were 48 Chemotherapy treatment infusions, and 125 visits to the department for Pre-Chemo assessments, follow up, or other treatment related to their chemotherapy.

Integration

There are 93 separate health care providers funded by our NWLHIN. Each has their own governance board and administration. In order to meet our goals and improve efficiency and effectiveness, the leadership group in our LHIN is examining how to improve health care outcomes by integrating the governance and the administration of some of those 93 operations. We are examining such areas as IT/IS (information technology and software applications), Mental Health and Addictions, Pharmacy, and Laboratory Services. We are exploring the value of combining resources in administration so that there would be a standard approach to such administrative activities as: human resources, finance, and purchasing. By working together, or integrating these 'back office' services, we intend to show how we can improve the quality of services and reduce costs so that more resources can be allocated to direct patient care.

Workplace Excellence

We currently have approximately 120 employees. This past year we have been busy with recruitment; we have hired 13 new employees who are currently working at the Hospital in various capacities. It is inevitable that recruitment will remain one of our top priorities for the near future mainly due to our aging workforce (average age 43.67).

We have been working on our attendance support program and have modified our policies and procedures

to more closely align with our commitment to facilitate early and safe return to work for our employees.

Over the past 12 months both of the Unions renegotiated their Collective Agreements. ONA (Ontario Nurses Association) ratified their Collective Agreement at the end of March 2015 and UNIFOR just recently ratified in May 2015.

We strive to train our employees with the most current and effective strategies in order to assist with their development. Over the previous year there were two notable group training and development workshops that took place for our employees. The first workshop was the Strength Deployment Inventory workshop that was geared towards our 21 leaders at the hospital. The second notable workshop was the Colours Personality Dimensions workshop in which 70 of our staff participated in this all day session.

Another important area we have been working on is the results from the 2014 Staff Survey. When analyzing the responses from the survey we noticed that along with our strengths, there were also some areas for improvement. In order to work on those areas and enhance our strengths we created a Staff Survey Committee. The committee has had two meetings to date and have begun creating an action plan.

Some other tasks that were completed in Human Resources over the previous 12 months include reviewing and revising the orientation package for new staff, focusing on the importance of performance reviews as well as updating the Human Resources Strategic Plan.

Accreditation

This year Atikokan General Hospital was awarded Exemplary Standing from Accreditation Canada. Accreditation Canada is a non-profit organization that for 55 years has been setting national quality standards for health care. More than 1,100 organizations in Canada follow the standards. We went beyond the requirements and demonstrated excellence in quality improvement under the Qmentum accreditation program. Qmentum helps organizations strengthen their quality improvement efforts by identifying what they are doing well and where improvements are needed.

This is a milestone to be celebrated, and we thank all our staff, physicians, and board members. Although we are visited and surveyed only once every four years, to be successful requires ongoing dedication to quality improvement. The surveyors reviewed approximately 1,460 standards and only 8 were unmet.

Coincidentally, it is only 1,460 days until the next Accreditation in 2019.

We can proudly say to our patients, residents, family and visitors that we offer top quality, safe, health care services.

The citizens of Atikokan should be proud of their hospital and feel assured that if they need our services, the quality will be exemplary.

Passages

Over the past year we said goodbye to two long serving Board members and several long service staff. Wayne McAndrew has served as a board member for six years. He identified one of the biggest challenges for the future is going to be health care in Atikokan within a provincial environment that is under tremendous financial pressure. This has the potential to take away what is special about this hospital. "Made in Atikokan decisions about how we provide health care sets us apart and is something you don't want to lose."

Vic Prokopchuk made a valuable contribution to the Board during his nine years (four years as Chair). Vic stated, "I feel that I have helped in moving and getting approval from MOH for the renovations and addition to our hospital. I feel strongly about the 'Care Closer to Home' initiative of our Board."

Two long serving nurses retired last year: Judy Jarvis with 38 years and Donna Mallard with 26. Cara Chambers with 23 years of service left us for a new job in Thunder Bay. Susan Girard retired after 22 years of service in our counselling department. Linda Morelli with 17 years of service as the Executive Assistant and 'super organizer of all things' retired. Finally, Amanda Dickson recently announced she will be leaving us for a new job in southern Ontario. Amanda said that "after 13 years of working at the Atikokan General Hospital I have decided to move back to my home community of Niagara Falls. I cannot say that this was an easy decision for me. I am excited to explore new opportunities but I will also miss both the personal and professional relationships that I have made during my time here. Atikokan has given me so many opportunities and I would like to extend my sincere thanks to this community for accepting me as one of their 'own'."

Doug Moynihan, BA, MBA, CHRL
President & Chief Executive Officer
Joan McIntosh
Chair, Board of Directors