

# Gabriola Health Care Foundation

2024 Annual General Meeting



# Agenda – GHCF 2024 AGM

- Late November - all members will receive, via Email or an ad in the Sounder, a Notice of the GHCF 2024 Annual General Meeting with information about the upcoming AGM and how it is to be conducted, complete with a link to the AGM web page.
- The AGM web page will include:
  - The AGM agenda
  - Procedures for questions and answers
  - Voting instructions
  - President's Report;
  - Committee Reports:
    - Board Development Committee,
    - Building Committee,
    - Communications and Membership Committee,
    - Community Wellbeing Committee,
    - Recruitment & Retention Committee,
    - Treasurer's Report, and
    - Nominating Committee

# Agenda – GHCF 2024 AGM

## Key Deadlines:

- **December 1** – last day for member to email questions about any of the AGM information to GHCF;
- **December 4** – Answers to the questions of general interest will be compiled and sent out to all members;
- **December 7** – last day to propose any further nominations to the Board of Directors;  
*Under the GHCF by-laws, any member of the Foundation may be nominated for election to the Board of Directors by submitting a nomination in writing, signed by the candidate and at least five other members of the Foundation. Such nominations must be delivered to Diane Cornish, 1250 Barrett Road or emailed to ghcf@ghcf.ca and be received no later than 4:00 PM December 7. In accordance with the by-laws, further nominations are not permitted.*
- **December 9** -- voting page will close at 4:00 p.m. The voting page will include motions to:
  - Adopt the 2023 AGM minutes,
  - Approve the borrowing resolution, and
  - Elect the slate of nominated directors.
- Results will be posted on the GHCF website by 6 p.m. on December 9.

# **GH** Minutes of 2024 AGM

The draft minutes of the 2023 AGM are at

<https://ghcf.ca/minutes.html>

# *President's report*

Jeff Malmgren

# President's report

## **GHCF Moves Ahead**

- Since even before its inception in 2006 the Gabriola Health Care Foundation has been an unrivaled example of the power of community, one that is held up across the province as a perfect example of community health.
- The Gabriola Medical Clinic is a cornerstone of this success. We are so incredibly fortunate to have the staff and leadership there, whose commitment to our community shows in everything they do.
- The community built the centre and along with it our Foundation. So many people continue to give in so many ways – with time and with continued generosity.
- The challenges we and all communities, particularly rural and remote communities, face around meeting health and wellbeing needs are significant but we are well positioned to meet them head on, just as the community and its Foundation have done repeatedly in the past.
- 2025 will be a year of change for our Foundation and our community. We're excited as we move into the new year to share with you an emerging vision that will see us drive toward healthy, thriving community.

# **GH** President's report

## **GHCF Moves Ahead**

### **Highlights of 2024**

- Development of a new draft Strategic Plan.
- Partnered to support an approval for the Gabriola Primary Care Network.
- Supported the Gabriola Health and Wellbeing Collaborative to secure funding and to contract a Community Wellbeing Coordinator.
- Continued efforts to support the Clinic to ensure there are adequate providers – doctors and nurse practitioners – to meet the community needs now and, in the future.
- With the generous support of the Gabriola Lions Club, began the renovation of the Health Centre's water system, a move to a rainwater collection system that is sustainable in multiple ways.
- A complete refresh of the GHCF website to be launched in early 2025.

# **GH** President's report

## **GHCF Moves Ahead - Challenges in 2024 and beyond**

- The safety of our tenants came into sharp focus this year with a series of incidences at Lifelabs. This behaviour within our facility and frankly within our community is very disappointing. While we have taken direct operational steps to address and mitigate these issues, as a community we simply have to do better.
- We are incredibly fortunate to have benefited from excellent financial management coupled with a generous community since GHCF's inception. While these are still in place our costs have risen exponentially over the last few years, leading to continually revision of budgets and future forecasts.
- As a foundation we have relied almost entirely on the work of volunteers, who take on roles that are most often undertaken by contractors or paid staff in other like organizations. The quality of this work cannot be questioned, as exemplified by the state of our finances and our facility. But this is becoming an ever less sustainable model that we will need to address in the near future
- Today, in addition to the four physicians, a nurse practitioner, a community health nurse and both a mental health nurse and clinician currently practicing at the clinic, we also have a number of medical specialists who visit the clinic on a regular basis and provide a range of valuable services to patients. The required sharing of space is reaching a reasonable limit.
- With Gabriola's aging and growing population, the need for increased team-based care and related health services will inevitably result in the need for expanded facilities. The existing health centre is fully utilized.



# President's report

## **New Strategic Plan for 2024**

- In November of last year, the board struck a committee to begin the process of developing a new strategic plan. The committee, supported extremely effectively by **Audra Davies**, undertook a deep dive into the Foundation, its history and its operations and developed a draft which shifts, broadens and refocuses the Foundation's Mission and sets out a strategic path that will drive this renewed vision over the next five years.
- With the full support of the board, we are moving forward with an engagement process that will ensure that everyone in our community – our foundation members, our partner organizations and the community as a whole – will have an opportunity to understand and have input into this emerging vision. At the end of the day, this Foundation is built and owned by the community; to be successful its vision must be equally so.
- The Engagement process will launch in January and be undertaken over the next six months. There will be ample opportunity to understand, discuss and provide comment. A link to the full draft of the Strategic Plan will be posted on the GHCF web site or emailed to the members prior to the close of the AGM.

# President's report

## Draft Strategic Plan 2024 – Highlights

### Vision & Purpose

- Vision: A healthy thriving community.
- Purpose: Take leadership to understand and improve the health & wellbeing of the entire community.

### Mission

- Driving change that results in an effective, resilient community-held, integrated system for the health and wellbeing of the entire community.
- We achieve this by:
  - Knowing and acting on community health needs.
  - Convening and collaborating with partners.
  - Ensuring access to primary and urgent care.
  - Advocating for community health needs.
  - Striving for organizational excellence.

# President's report

## **Draft Strategic Plan 2024 – Key tenets**

- A systematic approach that considers the full spectrum of health and wellbeing (upstream impacts/consideration of the social determinants of health).
- A purposeful and conscious move to collective responsibility for the health and wellbeing of our community that we all must take.
- An understanding of the importance of our individual responsibility to understand and address our own health and wellbeing and the need to support agency that will drive this.
- An understanding that the greatest threat to our health and wellbeing stems from the significant and ongoing impact of climate change and willing to take a direct role in addressing this on our island.
- An understanding of the critical role that our relationship with the First Nations peoples, the Snuneymuxw and others, will play as we address the challenges we face now and in the future.

# President's report

## **Gabriola Primary Care Network**

- Primary Care Networks are an initiative of the Ministry of Health which bring additional connected Primary Care resources to participating communities.
- Gabriola, led by its Rural and Remote Division of Family Practice Chapter, has undertaken the development of a PCN Service Plan for submission.
- A PCN Steering Committee made up of the Gabriola physician members as well as community organizations including the GHCF has been successful in developing and submitting a proposal for approval.
- This submission was approved in October and provides for additional primary care providers and other supported services coming to Gabriola.
- More information on these resources and when they will come to Gabriola will come in the near future form from the PCN Steering Committee.
- The GHCF is excited to support this PCN and is working with all partners to ensure that the new resources are well sited and supported.

# President's report

## Tremendous Thanks

This year marks the end of term of two of our Directors, **Diane Cornish** and **Lu Lazzarotto**. Their work for the Foundation has been invaluable, both will be sorely missed.

- Lu's work leading the Communication Committee and the Recruitment and Retention Committee brought both to a new level of activity and success, laying a tremendous foundation for the future.
- Diane has been a cornerstone asset for our Foundation. Her leadership on the Governance and Board Development Committees has been excellent; the calm, thoughtful and articulate counsel she brings to our board table is irreplaceable.

# *Board Development Committee*

Diane Cornish, Chair  
Dyan Dunsmoor-Farley

# **GH** Board Development Committee

## **Mandate**

The Board Development Committee (the “BDC”) is responsible for:

- Establishing and implementing Gabriola Health Care Foundation (“GHCF”) Board recruitment, orientation, development, assessment, succession planning, and appreciation policies and procedures.
- Identifying and ensuring the Board has the skills, competencies, and diversity necessary to carry out its governance responsibilities.
- Ensuring that the Board has a complement of qualified and committed directors.
- Ensuring that appropriate standing committees are in place to support the Foundation’s strategic objectives and ongoing operations.

# **GH** Board Development Committee

## **Strategic Goal and Objectives**

- The Foundation will have the governance capacity to plan, execute and evaluate strategies and to engage in respectful relationship building with Snuneymuxw First Nation and Indigenous community members.

by:

- Ensuring the board make-up reflects the diverse needs of the community and has appropriate skills and capacities to fulfill GHCF's mission and long-term goals.
- Developing a board succession plan thereby ensuring a smooth transition of new Board members to replace those leaving.
- Ensuring the Board has the appropriate skills and knowledge to build strong, respectful relationships with Snuneymuxw First Nation and Indigenous community members.



# Board Development Committee

## Activities 2024

- The BDC has continued to reach out to the community and has successfully recruited individuals interested in serving on the Board or on a Board committee.
- Of the people recruited, three have agreed to be nominated as directors.
- Several of the other individuals have agreed to serve on a Board committee.
- In conjunction with the Governance and Communications committees, Board members have had the opportunity to discuss and understand the nature of their fiduciary duty and to participate in the development of an appropriate “land acknowledgement”.
- In the coming year, the BDC will work to ensure all Board members continue have training in governance and cultural safety.

# *Building Committee*

Marc Herrmann, Chair

# **GH** Building Committee

## **The health care providers**

All medical services and treatment of patients is provided by the various health care providers, each of whom lease space within the health centre and employ their own health care professionals, staff and administration.

- **Gabriola Medical Clinic**

- Doctors Thorne, Cusack, and Nurse Practitioner Lewis who lease space in the Health Centre and, along with visiting locums, residents, students, etc. operate their busy family practice as well as treating patients requiring emergency care in the UTF.
- The doctors work in close collaboration with various health care professionals from Island Health, all of whom treat patients within the Health Centre. This provides an excellent level of interdisciplinary team-based care for patients.

- **Life Labs** – Provides medical laboratory services.

- **Gabriola Dental** - Operate a state of the art dental and oral hygiene clinic.

- **Claire MacDonald, RMT** - Provides massage therapy services.

# **GH** Building Committee

## **The health care providers (continued)**

- **The Island Health Authority**

- Island Health leases space in the Health Centre, including a portion of the UTF as well as the Telehealth, Nurses and Mental Health Rooms.
- The Home Care nurses treat many of their patients in the UTF.
- A psychiatrist sees patients on visits to the Health Centre or via Telehealth services available in the Clinic.
- A mental health and addictions nurse sees many patients in the Health Centre
- A social worker and mental health clinician helps guide patients through the many support services available to residents.

# **GH** Building Committee

## **Facility Management, Operations and Maintenance**

- Funding to cover operating costs of the health centre is derived primarily through the tenant's lease payments with the exception of a small amount of donations. There is currently no ongoing Government or Health Authority funding other than lease payments for the space actually used by Island Health personnel in the delivery of the health services they provide.
- Additional revenue generated by Island Health's leasing of 2/3 of the UTF as well as the nurse's room, Telehealth and mental health rooms has provided GHCF with additional revenue to contract a significant portion of maintenance work, placing less reliance on volunteers.
- A generous bequest from the estate of former Gabriola artist Mary Gay Brooks, large donation from the Gray family and other substantial donations from supporting Gabriolans continue to build GHCF's Health Centre fund for the purpose of replacing or upgrading all building components including mechanical equipment, computer systems, medical equipment, etc. as they reach the end of their useful lifespans. This significant fund will ensure we have the funds available to ensure the health centre is maintained and upgraded in the years ahead.

# Building Committee

## **Facility Management, Operations and Maintenance (contd.)**

2024 has been a busy year for the Facilities Management Committee (the “FMC”) for Operational & Maintenance (O&M) requirements and capital projects.

### **Key O&M activities for 2024:**

- Significant change and upgrade of our 24-hour security system including addition of a closed-circuit television (CCTV) system for 24 hour surveillance and security monitoring (not publicly distributed).
- Additional behaviour signage on both levels to ensure individuals entering the facilities are aware that aggressive, rude or abuse behaviour is not tolerated.
- Added corridor privacy screens.
- Streamlined electronic O&M scheduling system for input from our service providers to ensure consistency.

# **GH** Building Committee

## **Facility Management, Operations and Maintenance (contd.)**

### **Capital Projects**

Over the past 18 months there has been a concentrated effort to look at options regarding the Gabriola Community Healthcare Centre's (the "GCHC") potable water supply and additional storage.

Given the global focus on climate change and the impact we are all experiencing well in advance of expert's predictions, GHCF felt it is paramount to look at options to ensure sufficient potable water is available at the GCHC.

GHCF has been successful to address this important issue as follows:

- Through a 3<sup>rd</sup> party consultant and their respective design, GHCF obtained Island Health approval for using harvested rainwater to be used as potable water throughout GCHC.
- Design of additional cistern storage of harvested rainwater totalling 7,500 imperial gallons, effectively doubling the current potable water storage capacity.
- At the time of this writing, we are in the latter stage obtaining our building permit from RDN in order to commence construction with this project. It is anticipated that construction will start mid-February 2025 and will take approximately 3-4 months.

# **G** Building Committee

## **Looking to the future**

- It has become clear that GCHC is close to its designed capacity, especially the Clinic.
- With today's physicians, nurse practitioner, residents & medical students along with community in-home health nurses, the mental health nurse and other clinicians, GCHC is fully utilized and the need to expand is inevitable.
- Also, Gabriola's aging and growing population will invariably result in the need for expanded facilities.
- The process of determining our future health care requirements, the question of who will provide and fund these health services and how the necessary facilities will be financed requires considerable time, effort and community involvement. These discussions have started but will certainly require more thought and community engagement to make this a reality.



# *Communications and Membership Committee*

Lu Lazzarotto, Chair

Community Member: Maria Lironi

Contractor: Violet Moon

# **G** Communications and Membership Committee

## **Mandate**

The purposes of the Communications and Membership Committee are to:

- Ensure there are mechanisms in place to enable regular communications with GHCF members, key partners and the broader community.
- Ensure Gabriolans are aware of the benefits of becoming members of the Foundation.
- Ensure members receive the information they need to continue to support the Foundation.

# **G** Communications and Membership Committee

## **Activities 2024**

- Produced ten regular newsletters.
- Managed Foundation's social media presence including posting content, replying to queries, administration of social media accounts.
- Began work on Foundation's Communications Plan.
- Assisted Chair and other committees with communications needs.

## **Newsletters**

- Ten newsletters were produced and distributed via email to Foundation's membership.
- Each newsletter was distributed to 800+ Foundation Members (Gabriola residents or property owners).
- Expanded newsletter distribution beyond membership (e.g. Medical professionals who may want to relocate, regular island visitors, etc.)
- Very high open rate indicates high level of members engagement.

# **G** Communications and Membership Committee

## **Communications Plan**

- Produced GHCF Style Guide that ensure s consistency in all GHCF communications and is consistent with government and funding agencies.
  - Forms part of the Communications Plan.

# *Community Wellbeing Committee*

Dyan Dunsmoor-Farley, Chair

Nancy Hetherington Peirce, Member

Christina Rajsic, Member

Don Sutherland, Member (to March 2024)

# Community Wellbeing Committee

## **Mandate**

Within the broader context of primary health care, assist the Board in identifying unmet needs of the community and in developing strategies to address them by:

- Participating in community meetings and events where community health needs are being discussed.
- Promoting an understanding of the social determinants of health and engaging with the community, governmental and non-governmental organizations.
- Collaborating with local physicians and community partners in health services planning and development.
- Making recommendations to the Board regarding disbursement of funds to support community health care needs.

# Community Wellbeing Committee

## **Strategic Goals and Objectives**

The Foundation will understand the primary health care needs of the community by:

- Ensuring there is a process in place to identify needs.
- Ensuring a strong, supportive relationship with the Gabriola Health and Wellbeing Collaborative and with specific community organizations.
- Promoting community understanding of the social determinants of health.
- Distributing the remaining Kitty Heller funds and seeking new funding resources.



# Community Wellbeing Committee

## Activities 2023 – 2024

- *Stronger Together*- This 4-month program, funded by the Jay Dearman Fund, the Kitty Heller Fund and an Island Health grant, was delivered twice during 2023-24. It provided free community-based counselling and peer support to parents and guardians from diverse socio-economic and educational backgrounds. Evaluations were completed and final reports submitted to funders.
- No other funding applications were received this year.
- Participated in the Strategic Planning Working Group and contributed content addressing the social determinants of health, and actions designed to improve community health and wellbeing.
- Conducted a risk assessment of Community Wellbeing Committee activities.



# *Recruitment and Retention Committee*

Lu Lazzarotto, Chair

Diane Cornish, Member

Dr. David Harrison, Community Volunteer

Carol Farr, Practice Manager, Gabriola Medical Clinic

# **GH** Recruiting and Retention Committee

## **Purpose of the Committee:**

- To assist with recruiting practitioners and staff to the Gabriola Medical Clinic.
- To assist in retention of practitioners and staff at the clinic and of our other tenants.

## **Rationale:**

- Recognition that the Foundation has a role to play in ensuring equitable access to healthcare for all community members.
- This Part of this means recruiting and integrating and supporting medical staff and practitioners in our community.

# **GH** Recruiting and Retention Committee

## **What we have learned since 2022:**

- Recruiting physicians is a chronic problem in all communities and we will not see immediate success.
- Physicians have a lot of choice over where to practise, so we must present our community well, yet realistically.
- Physicians may not want to settle into a long-term medical practice but may want to serve short-term locums filling in for clinic physicians. This assists with retention of existing practitioners.
- Residents and locums who have a good experience on Gabriola may be interested in joining the Clinic in the future.

# **GH** Recruiting and Retention Committee

## **Activities 2024:**

- Supported the Clinic's recent affiliation with UBC's Medical Residency Program and supported locums by:
  - Hosting events to introduce Medical Residents to life on Gabriola.
  - Locating and securing accommodation for Medical Residents and Locums and paid for Locum accommodation.
  - Providing welcome packages and introducing Residents and Locums into the community.
- Refreshed the Be Our Doctor website.

# **G** Recruiting and Retention Committee

## **Medical Residents: have been a focus in 2024**

- The R & R committee organized and funded a weekend Residents Retreat (Oct 2023) and a Summer Social (July 2024).

## **Successes:**

- Four attendees of Residents events have become regular locums at the Clinic or have served residencies.
- Indications that more Residents want to serve on Gabriola in 2025, locums have already signed on for 2025.
- Word of mouth that Gabriola Medical Clinic is a good place to practise, and the community is welcoming and supportive.

# **GH** Recruiting and Retention Committee

## **Be Our Doctor website refresh:**

- Review of paid print advertising indicated it did not result in contacts with the Clinic.
- Review of the Be Our Doctor website showed a social media campaign attracted candidates to the website, but there was no follow through contact with the Clinic.
- Review of the website showed the content needed to be tailored to better serve as a recruitment tool.
- New video has been produced, and content has been updated.

# *Treasurer's report*

Harvey Graham

# Treasurer's report

## **Financial Statements**

The complete set of GHCF financial statements, as reviewed by K.D. Beausoleil & Company Inc., is included in the GHCF web site at:

[https://ghcf.ca/img/fin\\_stmt\\_2023.pdf](https://ghcf.ca/img/fin_stmt_2023.pdf)

While the statements are reasonably straight forward, there are two elements that might require a bit of explanation:

- fund accounting, and
- internally and externally restricted cash balances.

A brief explanation of these follows.



# Treasurer's report

## **Fund accounting**

GHFC uses fund accounting to track receipts and expenditures that are related to or restricted to specific purposes. Funds used by GHCF are:

- Kitty Heller Fund. This fund was initially established on the receipt of two bequests totaling \$100,000 from the estate of Kitty Heller. The funds are to be used only for the purpose of funding health care programs on Gabriola.
- Medical Equipment Fund. This fund tracks donations received where the donor specifies that the donation is to be used to acquire medical equipment and for related expenditures.
- Health Centre Fund. This fund tracks the donations where the donor specified that the donation was restricted to covering the initial cost of constructing the Gabriola Medical Health Centre and, now, the costs of maintaining the structures and equipment therein.
- Operating Fund. This fund tracks all revenue and expenditures not included in either of the first three funds. Mostly this is the revenue and expenditures related to the operation of the Health Centre, but it also includes non-restricted donations and interest income.

# Treasurer's report

## **Restricted cash and investment certificate balances, December 31, 2023**

Restricted cash (or cash investments) is cash that has been restricted for use for a specified purpose by its donors (externally restricted) or by the GHCF directors (internally restricted). GHCF's restricted balances are:

- Externally restricted
  - Health Centre Fund \$353,036
  - Medical Equipment fund \$(4,010)
  - Kitty Heller fund \$31,107
- Internally restricted
  - Health Centre Fund \$370,000
  - Recruiting and Retention Fund \$13,182
  - Foundation operations \$50,000
- The total set aside for the Health Centre Fund at the end of 2023 was therefor \$353,036 plus \$370,000 for a total of \$723,036.

# Treasurer's report

## 2023 Operations

In general, revenues and expenditures from operations in 2023 were higher than in 2022:

- Operating revenue of \$255,046 was up from \$222,029 in 2022.
- Building operating costs at \$108,276, were up from \$102,667 in 2022.
- The cost of community services was \$21,356, down from \$22,977 in 2022.  
Community services include, primarily:
  - Acquisition of clinic equipment,
  - Helipad maintenance,
  - Maintenance of the urgent care room, and
  - Maintaining the Telehealth unit.
- Operating costs of the various committees were \$36,503, up from \$35,220
- Other Foundation operating costs were \$11,430, down from \$13,752 in 2022.

As set out earlier, a complete set of the 2023 financial statements can be found at [https://ghcf.ca/img/fin\\_stmt\\_2023.pdf](https://ghcf.ca/img/fin_stmt_2023.pdf).

If you have any questions with regard to the financial statements, please send us an email using the “Ask a question” button on the AGM page.

# Treasurer's report

## Donations received in 2023 and 2024 Year-to-date:

	2023		2024 to Nov. 25	
	Donors	Amount	Donors	Amount
Direct donations	162	\$ 22,225	16	\$ 49,275
Canada Helps	36	13,451	16	4,145
Grants	2	11,756		
Bequests	1	5,000		
Total		52,522		53,418
Less restricted donations	5	(22,621)	2	(40,000)
Net unrestricted donations		29,901		13,418

Thank you all very much!

# Treasurer's report

## **Line of Credit Proposal**

In a recent email to our members, we discussed the exciting development of a rainwater capture facility, which will serve as a backup to our existing well. This facility is designed to capture and treat rainwater to meet Island Health's potable standards, with construction scheduled to begin in mid-February 2025.

While GHCF has ample resources from recent dedicated donations and its reserves to fund this project, a significant portion of the reserves is currently invested in fixed-term Coastal Community Credit Union certificates of deposit, which will not be accessible until early April. To ensure we can meet our financial obligations to contractors and suppliers during this interim period, we may require a small amount of bridge financing.

Therefore, we will be asking members to vote on a resolution to establish a short-term line of credit or other borrowing facility. This will ensure that we have the necessary funds available to cover construction and operating costs without delay.

# Treasurer's report

## **Line of Credit Proposal (Continued)**

The following is the wording of the proposed resolution for the Gabriola Health Care Foundation (GHCF) to authorize setting up the short-term line of credit:

### **Resolution of the Members of the Gabriola Health Care Foundation (“GHCF”)**

**Date:** December 10, 2024

**Subject:** Approval of Short-Term Line of Credit

**WHEREAS**, the Board of Directors of GHCF recognizes the need for a short-term line of credit to ensure its continued operations and to meet short-term obligations to be incurred in connection with the construction of a new water treatment facility;

**WHEREAS**, the Board has reviewed the financial position of the organization and determined that a line of credit will provide necessary liquidity;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Directors is hereby authorized to approve the establishment of a short-term line of credit in the amount of up to \$100,000;

**FURTHER RESOLVED**, that GHCF Executive Committee is hereby authorized to negotiate and execute all necessary documents to effectuate this line of credit on behalf of GHCF;

**FURTHER RESOLVED**, that this resolution shall take effect immediately upon its adoption.

**Adopted by the members of GHCF on \_\_\_\_\_.**

# *Nominations Committee*

Diane Cornish, Chair



# GHCF Election of Directors

## Continuing Directors

### To 2025

- Don Ellington
- Carol Fergusson
- Harvey Graham
- Marc Herrmann

### To 2026:

- Dyan Dunsmoor-Farley
- Jeff Malmgren
- Christina Rajsic

### Thank you!

- Diane Cornish
- Lu Lazzarotto

## 2024 Nominations

**The Nominations Committee has determined that the number of directors to be elected in 2024 is three.**

**The 2024 Nominations, for a three-year term each, are:**

- Kevin Crowley
- Jennifer Hewson
- Julie Stewart



# Gabriola Health Care Foundation

Thank you for participating!

