A Message from Stéphane Thiffeault, Chair, and Sue Denomy, President and CEO

When we reflect on the past year at Bluewater Health in Sarnia and Petrolia, three specific words come to mind: Performance; Purpose; and Passion. With the building and renovation of our Sarnia facilities completed, and facility renewal in Petrolia underway, the stage was set for the next phase in our journey to exemplary healthcare experiences for patients and families every time, and these three words reflect so much of what we have achieved.

In the midst of challenging economic times and an ever-changing healthcare landscape, we have much to be proud of in the fiscal year 2012/2013.

Our performance continues to improve in a number of our key measures. We launched our Performance + Transformation System, and the results to date have been very encouraging. Wait times have decreased for cancer surgeries. We commissioned our new MRI, which has resulted in a decrease in wait times for that service as well. Our stroke care was recognized at a national convention. And our performance in the Emergency Department places ours in the top six EDs in the province. These performance indicators - and more - are available on our website.

Bluewater Health, like all hospitals in Ontario, has had to adjust to changes in healthcare. This past year, we underwent a process to align our purpose with the expectations outlined by the province, and our community, which culminated in a new strategic plan. Bluewater Health was selected by the Registered Nurses’ Association of Ontario as a candidate in its very prestigious Best Practice Spotlight Organization initiative. The organization responded to a change in funding, and involved leaders in maximizing our resources, optimizing our roles and reducing our costs to strengthen our capacity. We named our first Patient Advocate, who has since recruited our first Patient Experience Partners. These trusted advisors will share their experiences with our care, to help us make further
improvements. Bluewater Health hosted a variety of education sessions for healthcare professionals, educators and community sectors.

If there is one consistent force in healthcare, it is passion. For you, our patients and community, your healthcare is deeply personal, and you continue to hold us accountable for meeting your expectations. We’ve reached out to more of you than ever before, seeking input to our strategic plan, hosting a Chamber of Commerce Industrial Tour, participating in Sarnia-Lambton’s first-ever Doors Open event, and entering into social media. Physicians were recognized for outstanding care, by their peers and their patients. We placed a time capsule for a future generation of Sarnia-Lambton caregivers and residents. Our passion for excellence is represented in every contact with our patients and their families.

We have every confidence in this organization. It has demonstrated a commitment to performance improvement. Its purpose is clear. The passion exhibited by the staff, Professional Staff and volunteers reflects their dedication to creating exemplary healthcare experiences for patients and their families – every time.

We are grateful to Sarnia-Lambton for your continued support. Without the financial support of our donors, we would not have the healing environment and equipment on which we depend. And, just as local businesses ask you to ‘shop local’, so too, do we want to become your hospital of choice. As we move forward, our renewed focus on patient and family-centred care and evidence-based best practice care will result in improved performance. We will continue to validate our purpose, and our passion will be undiminished.
Performance

New MRI Broadens Capabilities, Shortens Wait Times

Diagnostic Imaging staff completed the first patient scan on Bluewater Health’s new Siemens Magnetom Aera MRI. The new MRI has the ability to perform an even higher number and broader range of scans, to further decrease the wait time for MRI in the Sarnia-Lambton community. Patient scans are performed weekdays from 6:00 am to midnight, and weekends from 8:00 am to 4:00 pm. On average, 28 MRI scans are performed daily. Fundraising continues towards the $2.8 million required for this critical piece of equipment. For more information about the campaign, click here.

Saving Lives through Organ and Tissue Donation

Bluewater Health joined Trillium Gift of Life Network (TGLN) to save lives through organ and tissue donation. As a partner in Ontario’s Routine Notification program, Bluewater Health reports every impending patient death and every unexpected death within an hour of the death to TGLN. Specially trained staffs identify potential donors and approach families when there is the opportunity to help others through the gift of organ and tissue donation. Together with TGLN and Sarnia Organ Donor’s Awareness Group, the hospital hosted an information session for the community as part of National Organ & Tissue Awareness Week, providing access to information and registration regarding organ and tissue donation at www.BeADonor.ca. For more information about saving lives through organ and tissue donation, click here.

Stroke Unit Success Shared Nationally

Bluewater Health was selected to share the successes of its clustered Acute Stroke Unit at the Canadian Stroke Congress in Calgary. The Canadian Stroke Congress is a joint initiative of the Canadian Stroke Network, the Heart and Stroke Foundation of Canada and the Canadian Stroke Consortium. Linda Dykes, Manager, Sarnia-Lambton District Stroke Centre, demonstrated how the hospital’s pairing of the Stroke Unit with Telemetry Medicine is proving to be an effective model for a community hospital. For more information about Bluewater Health’s Acute Stroke Unit success, click here.
**Infection Control Practices Curtail C. difficile and Influenza Outbreaks**

Bluewater Health and the Lambton Community Health Services Department declared an end to an outbreak of Clostridium difficile (C. difficile) issued in the hospital’s Inpatient Medicine Unit in Sarnia. Visitor restrictions in the unit were lifted, and best practice outbreak protocols remained in place, including environmental cleaning with a sporicidal disinfectant. In early 2013, Bluewater Health implemented additional infection control procedures and visitor restrictions at Bluewater Health, Sarnia as a result of confirmed cases of hospital-acquired influenza in its General Medicine Unit. The unit was closed for eight days with no further transmission. For more information about Bluewater Health's infection control practices containing C. difficile and influenza outbreaks, click here.

**Quality Workplace Recognized**

Bluewater Health earned a 2012 Quality Healthcare Workplace Award from the Ontario Hospital Association and the Ministry of Health and Long-Term Care’s HealthForceOntario. The award recognizes employer and staff efforts in fostering and establishing healthy workplaces. The award also acknowledges commitment from senior leaders to improve healthcare workplaces in ways that contribute to providers’ quality of work life and the quality of care and services they deliver. Bluewater Health earned a Silver Award. For more information about how Bluewater Health earned a 2012 Quality Healthcare Workplace Award, click here.

**International Communications Award Earned**

For the second time in two years, Bluewater Health earned an international award for excellence in healthcare communications. The organization won a Silver Level Aster Award for internal communications of its inaugural Bridging Excellence Awards in 2011. A silver award represents an overall score of 90-94%, putting it in the top 12% of entries. For more information about Bluewater Health's international communications award, click here.
Purpose

Bluewater Health Becomes a ‘Best Practice Spotlight Organization’ Candidate

Bluewater Health was accepted as a candidate for the Registered Nurses’ Association of Ontario’s (RNAO) Best Practice Spotlight Organization (BPSO) initiative. BPSO candidates enter a three-year formal partnership with RNAO, reviewed and renewed annually, provided certain criteria are met. As part of its candidacy, Bluewater Health was selected by RNAO to host a Nursing Best Practice Champion Workshop, where the RNAO launched its new Best Practice Guideline Toolkit, Version 2. Manager of Best Practice, Lori Jennings, spoke at a Knowledge Café during the annual BPSO Knowledge Exchange Symposium in Toronto, hosted by the RNAO. Lori led a round-table discussion called ‘Marketing your BPSO Activities: Communication and Media Relations,’ sharing Bluewater Health’s approach and learning since becoming a BPSO candidate. For more information about Bluewater Health’s BPSO candidacy, click here.


2012 marked the start of a new strategic planning cycle for Bluewater Health to guide the organization’s direction through to 2015. The Board of Directors endorsed the continuation of Bluewater Health’s current five strategic themes – Quality Care, Inspired People, Outstanding Performance, Exceptional Relationships and A Culture of Innovation. In addition, the current Mission, Vision and Values will continue to guide the organization. The strategic planning process invited input from a variety of internal and external stakeholders including medical and program leaders, Community and Rural Health Advisory Panel members, local health service providers and the public. The Board of Directors finalized and approved the plan for implementation during the 2013-2015 fiscal years. For more information about our Strategic Plan, click here.

Expanding Care in Petrolia

Due to an increase in the number of Alternate Level of Care (ALC) patients, Bluewater Health opened six beds in the Complex Continuing Care Unit at Charlotte Eleanor Englehart Hospital of
Bluewater Health in Petrolia. Bluewater Health is collaborating with community partners such as the Erie St. Clair LHIN, Community Care Access Centre, long-term care homes, retirement homes, community health centres, and services such as Red Cross, Lambton Elderly Outreach, and March of Dimes to optimize use of community services to help patients avoid admission to a hospital and safely transition home following a hospital stay, with a ‘Home First’ philosophy.

**Strengthening Capacity at Bluewater Health**

Bluewater Health announced plans to optimize beds, roles and resources and reduce its operating expenditures by approximately $5 million for the fiscal year 2013/2014. Medical and program leaders put forward options that would help to reduce spending. Each idea was assessed against criteria that included not only the potential financial benefit, but the service impact, community impact, and staffing impact. For background information about ‘Strengthening Our Capacity and Budgeting in the Current Healthcare Environment,’ [click here](#).

**Patient Advocate Appointed**

Delivering on the government’s Excellent Care for All Act, Bluewater Health announced the full-time appointment of Patient Advocate, Denise Dodman, RN, BScN, MScN, GNC(C). Denise’s role includes responding to patient and family issues, questions, suggestions, compliments and complaints, and facilitating and teaching successful strategies for patient and family interactions. For more information about Bluewater Health’s Patient Advocate, [click here](#).

**Patient and Family Perspectives Invited**

Bluewater Health introduced a new volunteer role that allows patients and family members to share their unique insights on the care they receive at the Sarnia and Petrolia hospitals. Some patients and their families have poignant stories to share, and in some cases, we have not lived up to their – or even our own – expectations for exemplary care. Others are able to tell us what we do well, or how we demonstrated how much we care. As Patient Experience Partners, people with recent healthcare experiences tell us their story to help the healthcare team learn and evolve for the benefit of future patients. For more information about patient and family perspectives, [click here](#).
Conference Discusses Wound Care

Bluewater Health hosted approximately 200 health professionals from its two hospitals and community agencies at a conference on skin and wound care in May 2012. The keynote speaker was Dr. Rosemary Kohr, a PhD prepared wound care specialist with over 25 years of experience. As the author/editor of the chapter on skin and wound care in the Fundamentals of Nursing textbook, she provided case studies to assist nurses with dressing selection and product use. Other conference speakers included Dr. Stan Rosenblum, a cardiac and thoracic surgeon at Bluewater Health, who spoke to participants about venous, arterial and diabetic leg and foot ulcers. The conference also stressed the importance of nutrition, and wound prevention. For more information about the Wound Care Conference, click here.

Diabetes Workshop Held for Educators

The Paediatric Diabetes Program at Bluewater Health offered a free information session designed to support, inform and enable those close to youth with diabetes. The session covered topics of interest to teachers, daycare and school personnel who have children with diabetes in their classrooms. Speakers from Bluewater Health addressed hypoglycaemia (low blood sugar), diabetes and exercise, special treats and parties, and answered questions from participants. The Paediatric Diabetes Program at Bluewater Health provides education and support for children, adolescents and their families living with Type 1 and Type 2 Diabetes. This was the tenth consecutive year that this educational program has been offered. For more information about Bluewater Health’s diabetes workshop, click here.

Celebrating Seniors

Bluewater Health held its second annual National Seniors Day Celebration. The free, one-day session recognized and celebrated seniors in Sarnia-Lambton. The program included presentations on health and wellbeing for seniors, information displays and community resources, and local artists and musicians. Our National Seniors Day Celebration is sponsored by the Bluewater Health Foundation Endowment Fund and was planned and organized by our Geriatric Emergency Management (GEM) Nurse Program. Two full-time GEM Nurses perform specialized assessments for seniors 70 years and older in the Emergency Department. Their goal is to health teach, provide information on supportive community services, and maintain and improve patient function to keep
the seniors safely at home as long as possible. For more information about National Seniors Day celebrations, click here.

**Supporting End of Life through Palliative Care Education**

Thirty healthcare professionals from Bluewater Health participated in an educational opportunity called Learning Essential Approaches to Palliative and End-of-Life Care, or LEAP. Palliative Care is the interdisciplinary care of patients with a life-limiting illness, focusing on quality of life and death. The goal of the LEAP program is to engage registered professionals from all areas of the hospital in treating and communicating with patients at all stages of illness and to help manage symptoms and pain throughout their hospitalization. For more information about LEAP, click here.

**Raising Awareness of Suicide Prevention**

Bluewater Health in Sarnia was one of several locations of community demonstrations to bring attention to the issue of teen suicide in Sarnia-Lambton. As an expression of grief, support and advocacy, participants wore yellow shirts and carried signs, to inspire change and reduce the incidence of teen suicide. Bluewater Health supports efforts to educate and inform, marking National Mental Health Week with displays at the hospital and distribution of information to staff, students and visitors. For more information about raising awareness of suicide prevention, click here.
Passion

Doctors Recognized for Exceptional Care

For the second year in a row, residents in Sarnia-Lambton were given the opportunity to nominate their physician for a Patients’ Choice Award. The winners were recognized at a ceremony hosted by Bluewater Health, the Patients’ Association of Canada and the Ontario Medical Association. Dr. Anil Duggal, a local specialist, and Dr. Jaishree Uppal, a local family physician, were nominated by their patients for the exceptional care they have provided and for their commitment to enhancing the patients’ overall experience within the healthcare system. For more information about doctors recognized for providing exceptional care, click here.

Bluewater Health Recognizes Outstanding Physicians

Bluewater Health and Bluewater Health Foundation hosted the 5th Annual Physician Appreciation Day to honour physicians who contribute greatly to the Sarnia-Lambton community. Dr. David Kim was the recipient of The Outstanding Physician of the Year Award, recognizing his leadership and guidance as the Chair of the Pharmacy & Therapeutics Committee as well as his work on the front line as an Emergency physician, where he treats patients with empathy and respect. The Outstanding Contribution to the Hospital Award was given to Dr. Dan Vouriot, an Emergency physician, for demonstrating leadership in many capacities and also giving back to Bluewater Health through fundraising initiatives. Dr. Rosemary Lubynski, a Pathologist, and Dr. Dirk Putter, an Emergency physician, were the recipients of the Peer Recognition Award. For more information about Bluewater Health's outstanding physicians, click here.

Time Capsule Placed

As a gift to future generations of healthcare providers, Bluewater Health placed a time capsule in the Atrium of its hospital in Sarnia. The time capsule instructions direct it to be opened in 2036. A simple wooden box, 36x24x36 cm in size, its contents include such objects as messages from current leaders, items chosen by departments, photographs of the Boards of the hospital and foundations, an organization chart, strategic directions and strategy map, and a selection of patient
handouts. The time capsule also contains a copy of Bluewater Health’s history book, small medical instruments, a generic job description of a nurse, and a list of staff, physicians and volunteers from 2011. For more information on Bluewater Health's time capsule, click here.

Bluewater Health Holds Art Auction

Bluewater Health worked with Van Klaveren Auction Inc. to coordinate an online art auction including decades of past donations of photography and paintings by professional and local artists. Proceeds from the event supported the purchase of new art, specifically selected by local, volunteer art experts to help create a healing environment and complement the new hospital architectural design and colour palette. For more information about Bluewater Health's art auction, click here.

Honouring Care and Service Provided by Volunteers

Volunteers play an integral role in supporting care and service at Bluewater Health, and are a vital component of the hospital team. We place great value on our volunteers' time, energy, skill and talents. They fulfill a range of functions from greeting and providing wayfinding, assisting patients and staff, to serving on Bluewater Health’s Board of Directors and working with the hospital’s Foundations. More than 700 Bluewater Health volunteers provide over 40,000 hours of dedicated service here annually. In recognition of their outstanding contributions to hospital life, our volunteers were honoured at the Annual Volunteer Appreciation Celebration and at the hospital’s Recognition Ceremony. In addition, seven outstanding volunteers – Mary Holt, Beverly Churchill, Gary McCarthy, Cathy Neal, Ted Stock, Mabel Heartwell and Heather Black – received 2012 Ontario Volunteer Service Awards. For more information about Bluewater Health's volunteers, click here.

Staff, Professional Staff and Volunteers Honoured for Service

Bluewater Health staff, Professional Staff and volunteers were celebrated at our Annual Service Recognition Ceremony in May 2012. In total 357 staff, Professional Staff and volunteers were recognized for a service anniversary from five to 55 years (in five year increments). Additionally, the careers of 47 retirees were honoured. The longest serving award recipient was volunteer Jean Paisley, Spiritual Care and Bluewater Health Children’s Auxiliary, with 55 years of service. Dr. Barry Cook, Surgeon, celebrated 45 years, and both Susan Clark, RPN, Inpatient Surgery and Chris Ehler, Registration Clerk, Emergency Department celebrated 40 years of service to Bluewater
Health and its predecessor hospitals. For more information on Bluewater Health's recognition activities in 2012 for staff, Professional Staff and volunteers, click here.

**Announcing the Bridging Excellence Award Recipients**

Bridging Excellence Awards recognize individuals and teams for their contributions, dedication, and commitment to excellence while delivering exemplary healthcare to the Sarnia-Lambton community. In 2012, the recipient of the Vision Award was the Diabetes & Clinical Nutrition ‘D1 Gang.’ There were three recipients of the Values Awards – one staff, one physician and one volunteer. The category is based on the demonstrated values of *Compassion, Accountability, Respect and Excellence*. The volunteer recipient was Jean Paisley; the staff recipient was Jody McGregor, Recreational Therapist, and the physician recipient was Dr. Michel Haddad. The Mission Award was earned by Carol Columbus, Manager, Respiratory Therapy. To view the finalist videos on YouTube, click here. For more information about the Bridging Excellence Awards, click here.

**Bluewater Health Joins Facebook**

Bluewater Health joined the social networking community with its Facebook page launch. People who follow Bluewater Health on Facebook have access to the latest news, events and hospital happenings. The hospital’s Facebook page also has a link to current job opportunities. To ‘Like’ Bluewater Health on Facebook, click here.

**So Much to Discover**

Bluewater Health proudly welcomed first-year medical students from the Schulich School of Medicine & Dentistry at Western University in London. As part of Discovery Week, ten students spent the week in Sarnia and four in Petrolia. The program allows medical students to see first-hand the type of life and practice issues facing doctors and their patients. As part of the week’s activities, medical students spent time in Bluewater Health’s Emergency Departments, Ambulatory Care clinics and Operating Rooms, and worked at doctors’ offices, to gain a better understanding of the medical needs of Sarnia-Lambton residents. For more information about Discovery Week, click here.
**MedQUEST Program Participants Welcomed**

Bluewater Health hosted local secondary school students considering a future in the healthcare workforce, through the MedQUEST Health Career Exploration Program. MedQUEST provides students in grades 10 and 11 with realistic hands-on experiences in various disciplines of healthcare – including medicine, using interactive workshops, state-of-the-art simulator training, and the opportunity to watch healthcare professionals in a clinical setting. Through various activities, the students gain an understanding of the training requirements needed to work in the healthcare field, helping to inform their choices for continuing education. For more information about the MedQUEST Health Career Exploration Program, click here.

**Doors Open to the Community**

Bluewater Health was a proud participant in Doors Open Lambton County allowing residents and visitors a unique opportunity to see interesting places and spaces in Ontario cities, towns, and villages at no cost. Organizers invited Bluewater Health to be part of the event, for its innovative architectural design and its status as Ontario’s first acute care hospital to achieve LEED® certification for energy conservation and environmental stewardship. We opened our doors to the new MRI suite, Atrium, Worship Centre, and healing garden where interesting displays and handouts of health information were offered. For more information about Doors Open Lambton County, click here.

**CEEH Foundation Supports MRI Purchase**

The Charlotte Eleanor Englehart Hospital (CEEH) Foundation presented Bluewater Health with a $100,000 contribution toward its new MRI. For more information about the CEEH Foundation supporting Bluewater Health’s MRI purchase, click here.
Patient Perspectives

Standing Ovation for Caregivers at Bluewater Health

A loud-clapping applause, actually a standing ovation for the caregivers at our local hospital here in Sarnia. Rarely does anyone remark on the exceptional, competent and diligence of employees in the private and public sectors. It is all too easy to demean and degrade workers standing in a long grocery line, around the water cooler or at our kitchen table. Individuals should be recognized for their competency, compassion and kindness when they go above and beyond their call of duty. Last week, I had the misfortune of having to visit not once, but twice, the emergency room which caused me to feel a bit nervous being outside of my comfort zone and familiar territory as I am relatively new to this city. Happily, from the moment I was in triage to the exiting at the sliding doors, I felt relief and amazed really at the quality of professionalism shown. Not only did I have an IV inserted, blood work taken, a CT Scan ordered and later medication administered, all within a eight-hour period of time, I must mention an appreciative thank you to the nurses and doctors for treating me with respect and patience. They were able to provide me with a clear understanding of my symptoms in layman’s terminology. I am forever grateful. It is all too easy to complain about our healthcare system and the OHIP plan we have here in our province. I hope you will realize the next time you have to see a physician and take your OHIP card out of your wallet, you will realize how fortunate we really are. Lastly, if there is someone you know that is extraordinary in their field of work, please share that with others. They deserve to be commended on a job well done! Pay it forward only brings us joy and happiness.

Nancy Bell
Sarnia

Hospital Staff Offers Exceptional Care

I have just arrived home after spending five days at our new Bluewater Health care facility. From my arrival at the emergency ward on Tuesday until my discharge today, I was very impressed with the facility and the service that I received. I was treated with care and compassion while in the ER and the decision was made to admit me. I was sent to the cardiac care unit and everyone that I had
contact with there was wonderful. There was exceptional care from nurses and all other staff members, including lab techs, cardiogram techs, dietary staff, housekeeping staff and even the TV lady. I was very impressed with my first stay at our new hospital and felt there was a need to pass on my thoughts. We seem to be fast in passing on the negatives that we run into in life. Here is to the great people and the wonderful work that they do.

Robert Eyre
Sarnia

Hospital Staff Made Stay Easier

I recently went to the Bluewater Health Emergency Department for what I thought would be a short visit but ended up with an extended stay at the Telemetry – Coronary Care fourth floor location. I would like to thank all the ER and Telemetry – Coronary Care staff who were very professional in their work ethics. Thank you to the nurses, the doctors, all the personnel involved in EKG, X-Ray, blood work, registration, food preparation and delivery, the housekeepers and the young volunteers. Everybody was so good to me. A special thank you to all the nurses who always entered my room with a smile on their faces, which helped me get through each day. I’m very proud that we have such a great hospital, staffed with truly fantastic people.

Rod Honke
Sarnia

Patient Commends Bluewater Health

I must commend the Bluewater Health hospital, University Hospital in London and Voyageur patient transfer. Bluewater Health and the emergency room staff and the critical care unit are a tremendously caring and professional lot. I was having chest pains and thought it was due to the flu going around. I went to the hospital in the early morning hours only to find out I was having a heart attack. From the moment I arrived at Bluewater Health the care and medical treatment I received was exceptional. The emergency doctors and nurses were amazing. Once I was transferred to the critical care unit, Dr. Davies and the CCU staff were fantastic. They are the most caring, knowledgeable medical staff that I have ever encountered. We are always hearing how crowded
and non-responsive the hospital is. I am a living testament to their care and I have no doubts in our hospitals, emergency rooms, its staff and their professionalism.

Roger Toal
Sarnia

**MRI Staff Provide Comfort**

My doctor scheduled me for an MRI recently at Bluewater Health. I was surprised at how quickly I was processed at Patient Registration (took just a few minutes) and was sent off to the MRI department. The procedure took only about 20 minutes. I have to admit I was a bit anxious but the staff was very reassuring and made me feel quite comfortable. In fact, I ended up dozing off for a few minutes. We are quite lucky to have a world class hospital right here in Sarnia and world class staff as well.

Tim Westaway
Sarnia
Fast Facts

Sarnia-Lambton population base – 128,204
Volunteer hours – 43,847
Staff, Professional Staff and volunteers – 2,500
Number of new physicians/specialists recruited – 10
Number of job applications – 20,686
Turnover rate – 9.5%
Awards received – 3
Accreditation score – 97.8% (Accreditation with Exemplary Standing)
Number of performance indicators posted on our website – 20
Hand hygiene compliance rate – Over 90%
Number of lives improved or saved through organ/tissue donation – 83
Hospitalizations – 12,025
Emergency Department visits – 83,690
Surgeries – 10,680
Laboratory procedures – 2,719,894
MRI scans – 7,943
Dialysis treatments – 8,453
Ambulatory Care visits – 35,662
Eye procedures – 1,708 (included in surgeries)
Babies born – 969
Square footage of hospitals – 745,000
Number of beds – 326
Revenues versus expenses -- $191,687,488 versus $191,266,800
Number of patient meals served – 280,000 in Sarnia; 32,600 in Petrolia
Funds raised – $1.4 million
Number of Dream Home tickets sold – 7,100
Best Practice Guidelines introduced – 7
Website visits – 215,928
## Financials

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<td>Erie St. Clair Local Health Integration Network Ministry of Health and Long-Term Care</td>
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<td>Cancer Care Ontario</td>
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For full financial statements, click here.