



vital partnerships

STARS™ ANNUAL REPORT 2001



vital communication

*Critical Care Line
Secondary Public Safety Answer Point
(S-PSAP 911)
Provincial Flight Coordination Centre
STARS Emergency Link Centre™*

"Working in STARS Emergency Link Centre, I have the opportunity to understand the mission from a different perspective. I coordinate the exchange of information from each link in the Chain of Survival, from the initial call to dispatch, on-scene and hospital."

Curtis Oviatt, STARS Communications Specialist

791 Sunde ALS
792 Sunde BLS

Eric Lachner
Eric Over
Sean
I.T.
Alan
G-Alert

ELC on Call

DON'T CALL !!!

ACTING AVIATION OPS:

PILOT ON-CALL: — Clint Marble — till April 9th

Engineer on Call: CALGARY: Darren
EDMONTON: DJT

C-GIOM



12 OLDS
701 FIRE
702 STAR
703 3

1-800-899-4567





vital care

*Alberta Health and Wellness
Secondary Public Safety Answer Point
(S-PSAP 911)
Emergency medical services
Fire services
First responders
Ground and air ambulance
Medical facilities
Police services
Regional Health Authorities
Search and rescue organizations*

“Each of the partners in the Chain of Survival brings specialized knowledge, skills and equipment to the mission. Working as a team, we are able to combine these resources to provide the best possible care for the patient and rapid transport to advanced treatment.”

*Joe Acker, STARS Edmonton,
General Base Manager and Flight Paramedic*



TELUS

C-GDGI

CANADIAN
PACIFIC

PanCanadian

Shell



vital participation

*Boards of Directors
Community
Volunteers
Crew and staff*

"I get a great sense of satisfaction in giving my time to STARS to assist with fundraising activities. I know what a difference my support makes in helping STARS to make a difference for those in need."

Lil Perra, STARS Edmonton Volunteer



Hotel

"Where Community and the
Petroleum Industry Work Together"
area of operation

a trusted partner

Human Patient Simulator

[Text]



[Text]

CP

STAR-1

LANCER



vital support

*Alberta Health and Wellness
Individuals
Businesses
Corporations
Foundations
Industry
Service clubs*

"My sister Doris and I have always supported STARS. When Doris passed away, she left a gift in her will for STARS. I often see the helicopter fly by my house and each time it does, I get a warm feeling of knowing Doris and I have made a difference."

Dorothy, STARS Donor






vital commitment

*Chain of Survival Fund
Community presentations
Outreach education
Research projects
Safety program
STARS Human Patient Simulator Program*

"The mannequin is a great amalgamation of technology, and the presence of a doctor makes the scenario more realistic. Another attractive aspect of the program is that the training comes right to our community."

Grant Brilz, Cochrane Emergency
Medical Services Manager





Alberta Shock Trauma Air Rescue Society
Alberta Shock Trauma Air Rescue Service Foundation
Shock Trauma Air Rescue Society (Canada)
STARS Aviation Canada Inc.



our vision

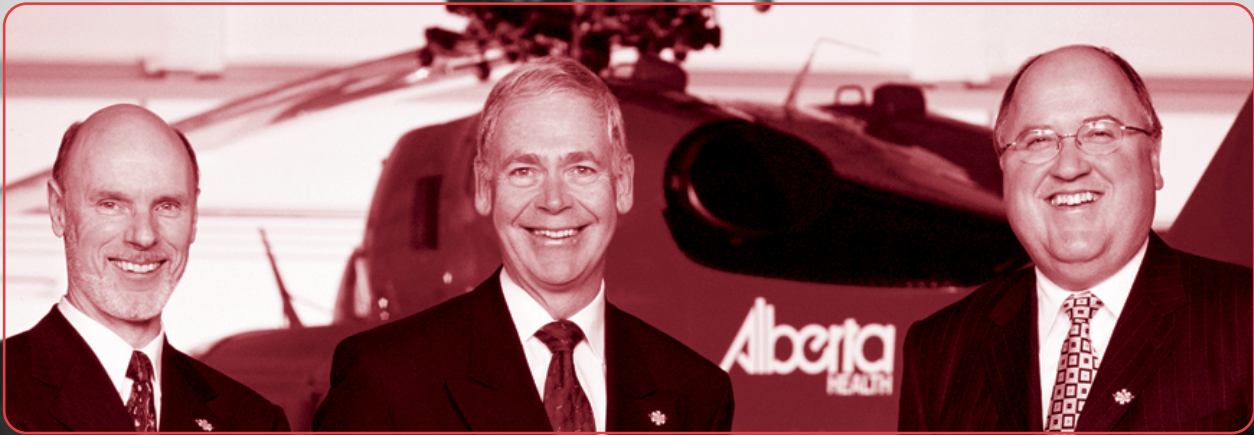
*Saving lives through partnership,
innovation and leadership*

our mission

*STARS – Dedicated to providing a safe,
rapid, highly specialized emergency
medical transport system for the
critically ill and injured.*

In fulfilling this mission, we will:

- Be an innovative leader in the provision of excellence in pre-hospital mobile emergency medical care through service, communications, education, training, research and consultation to the communities we serve.*
- Value and be responsive to the needs of individuals, communities, and emergency care providers and services.*
- Expand knowledge and skills through innovative product design, research, simulation technology and ongoing professional development within the Chain of Survival.*
- Optimize the development and responsible management of resources required to support the mission.*



D. Gregory Powell



J.D. Hole



Gerard J. Protti

message to stakeholders

The past year gave us all reason to reflect on how we contribute to our community and to appreciate the contributions of others.

The world as a whole experienced a sense of incredible loss and subsequent change in attitude as a result of the tragic events of September 2001. Very significant was the well-deserved recognition given to the importance of the emergency service providers who went above and beyond in their efforts to meet the needs from this unfathomable event. We too are fortunate in our community to have the same level of committed individuals who consistently give as much as possible.

In 2001, we had the opportunity to more formally recognize another dedicated group within our community during the International Year of the Volunteer. STARS is tremendously grateful for our energetic and enthusiastic team of STARS volunteers. The efforts of this group in their contribution to the community make much of what we do possible.

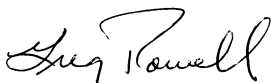
We also had the privilege of celebrating the STARS program itself after we were named 2001 Program of the Year by the international Association of Air Medical Services. The award recognizes a superior level of patient care, community service and commitment to the medical community.

The honour of this prestigious award is shared by everyone associated with STARS – staff, crews, volunteers, supporters and donors. We should all share a tremendous sense of pride in the STARS program that has evolved over the past 16 years.

The quality of our service was also acknowledged by the Commission on Accreditation of Medical Transport Systems (“CAMTS”) with their award of full “Critical Care Provider” re-accreditation in 2001. When accreditation was initially awarded in 1998, STARS became the first international air medical program and the first Canadian program to achieve such distinction.

As we look toward the future, there will be increasing challenge as the need for our service continues to increase. In addition, our aging and growing population will continue to put tremendous pressure on our limited health care resources and we must be prepared.

STARS is endeavouring to be strategic in our thinking and proactive in our planning to ensure we can meet this challenge and provide a sustainable, high level of excellence in patient care and transport.



D. Gregory Powell, MD FRCPC, *Chief Executive Officer*
Alberta Shock Trauma Air Rescue Society
Alberta Shock Trauma Air Rescue Service Foundation



J.D. Hole, *Chairman*
Alberta Shock Trauma Air Rescue Society



Gerard J. Protti, *Chairman*
Alberta Shock Trauma Air Rescue Service Foundation



vital missions

*Rijel Hunley
Justin LeBorgne*

"Knowing there are such caring professionals available when the need arises is something I will always be grateful for. There are no words to express how important that is, especially when it's your child who needs help."

Carrie Hunley

(Rijel Hunley with STARS Flight Paramedic Howard Koch.)



MISSION # 990/2001 – Young child airlifted after accident with horse

Two-year-old Rijel Hunley was watching from a safe distance as his parents, Carrie and Tony, moved a horse from one corral to another on an acreage near Whitecourt. While they were equipping their daughter's horse, Rijel slipped under the fence into the corral with the remaining horses. Noticing Rijel's disappearance, Carrie called to Tony and then heard Rijel scream. Tony ran to the boy who was lying face down and rolled him over. Much to Tony's horror, Rijel was bleeding from a gash on his forehead where one of the horses had kicked him.

Tony and Carrie rushed the injured boy to hospital in Whitecourt where x-rays showed Rijel had a skull fracture. The physician called for STARS to airlift the youngster to the University of Alberta Hospital in Edmonton. There, a CAT scan was done and ruled out any bleeding or bruising to the brain. After spending four days in hospital, Rijel returned home with his relieved parents.

"I'm still suffering from some of the effects of my injuries, but all in all, I'm lucky to be alive. I believe STARS played a big part in helping to save my life and I appreciate that very much."

Justin LeBorgne



MISSION # 345/1998 – Tragedy on the highway

Justin LeBorgne was a passenger in a car on the way to a friend's house near Stavely on high school graduation day when the unthinkable happened. As the car went through a rural intersection, it collided with another vehicle. Paramedics arriving on scene found Justin unconscious and suffering from critical injuries. They transported him to hospital in Claresholm and STARS was called.

Physicians at Foothills Medical Centre assessed Justin's injuries, which included a skull fracture, brain injury, lacerated kidney, lacerated right eye, bruised right lung and broken jaw.

Justin remained in a coma for three days and in hospital for 18 days. After his release, he continued his recovery with therapy for another six weeks, thankful to be alive.

highlights and *accomplishments*

- The international Association of Air Medical Services (“AAMS”) named STARS the recipient of its prestigious 2001 Program of the Year Award. STARS is the first international and the first Canadian program to receive this honour.
- STARS celebrated the International Year of the Volunteer, taking the opportunity to formally recognize more than 500 individuals who donate their time and energy to STARS. In 2001, volunteers contributed more than 9,300 hours.
- STARS Calgary and Edmonton flew a total of 1,243 missions in Alberta and southeastern British Columbia, an increase of 18 per cent over 2000.
- Since 1985, STARS has flown a total of 8,902 missions to December 31, 2001.
- STARS was awarded full “Critical Care Provider” re-accreditation by the Commission on Accreditation of Medical Transport Systems (“CAMTS”). The re-accreditation covers a three-year period to mid-2004. In 1998, STARS became the first international air medical program, and the first Canadian program, to achieve such distinction when the accreditation was initially awarded.
- Safety remains a priority for STARS and we are proud of our record. In 2001, STARS flew 1,741 accident-free hours, bringing the total hours since 1985 to 13,531.
- STARS purchased a fourth helicopter after a world-wide Eurocopter BK117 parts shortage threatened to leave Edmonton’s primary helicopter out of service for an undetermined period of time. The fourth helicopter was purchased for parts and may become operational in the future as the medical need increases.
- Our partnership with Alberta Health and Wellness continues to be a cornerstone of STARS’ operation.
- The role of the the STARS Emergency Link Centre continues to expand through alliances with other emergency response and communications centres, implementation of advanced software and technologies, industry site monitoring of more than 300 drilling and other high-risk sites per day, fire and ambulance dispatch service for Mountain View County, and the ongoing development of industry partnerships to share information and technology.
- Since 1999, the STARS Human Patient Simulator Program has provided advanced medical training to more than 1,600 individuals in 74 communities in Alberta, southeastern British Columbia, the Northwest Territories and Montana.
- STARS medical crews continued to provide outreach education and training programs to rural and urban medical and emergency service personnel to enhance the effectiveness of the Chain of Survival.

“STARS’ beginnings are very firmly rooted in the community. It’s the ongoing community support for our fundraising programs and events that enables us to financially meet the increasing need for STARS.”

Joan V. Black STARS Foundation Senior Manager

- A simulator that recreates the medical interior of a STARS helicopter, complete with sound and vibration, was designed and constructed by STARS engineering staff for medical training.
- STARS acquired a new flight simulator for enhanced pilot training after several months of specialized simulation software development between STARS and the manufacturer.
- The STARS Lottery sold out in a record 13 days and raised a net of \$5.2 million. The proceeds help cover the costs of operations, equipment maintenance, education and training, and support the Chain of Survival Fund.
- The STARS Chain of Survival Fund provided \$482,000 to 74 emergency service providers for medical equipment and training. Since the annual program began in 1999, the fund has distributed more than \$1.3 million in grants. Through provision of this funding, STARS has assisted in strengthening the Chain of Survival for the critically ill and injured.
- More than 118,000 calendars were sold through the STARS Calendar Campaign, raising a net of \$1.2 million.
- The *Seconds Count* Capital Campaign pledge redemptions as of December 31, 2001 are on target with 96 per cent or \$7,683,937 of the total pledges received. Revenue from the campaign enabled STARS to retire the debt on our original two helicopters. The balance expected from pledges will be designated to our Legacy Fund to help ensure the long-term sustainability of STARS.
- Initial preparations toward the Night Vision Goggles (“NVG”) Training Program were completed in 2001, with certification of the cockpit re-design and development of pilot training standards to take place in 2002. Implementation of the NVG program will allow STARS to fly into mountainous areas after dark, will assist with all night flying and will be an advantage in search and rescue operations. This venture is the first of its kind for a Canadian, non-military operation.
- Research endeavours include the evaluation of a patient mission triage tool to aid dispatch decision-making for transport of rural trauma patients. This project is being carried out through a partnership with the University of Calgary and Alberta Health and Wellness.



the program

*The Mission
Education
Research*

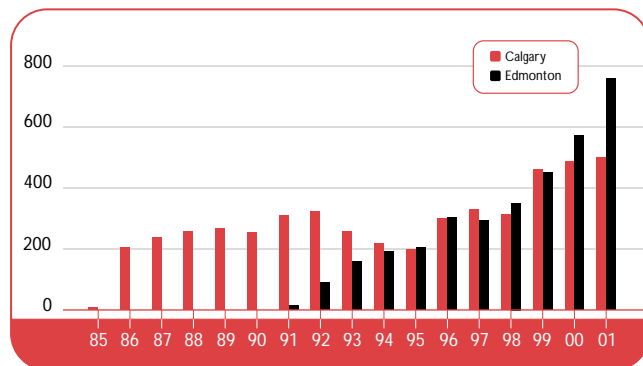
the *mission*

Since 1985, STARS has been dedicated to providing a safe, rapid and highly specialized emergency medical care and transport system for the critically ill and injured. We work with our partners in the Chain of Survival to ensure the best possible outcome for the patient.

SERVICE

In 2001, STARS flew a total of 1,243 missions in Alberta and south-eastern British Columbia. This includes 494 missions by the Calgary Base and 749 missions by the Edmonton Base. Since 1985, STARS has flown a total of 8,902 missions to December 31, 2001.

MISSIONS: STARS CALGARY AND EDMONTON BASES



CREWS

STARS crews are on call at each base 24 hours a day, seven days a week. They can be in the air less than 10 minutes from the time of dispatch.

Each crew includes a critical care or emergency nurse, advanced life support paramedic, referral emergency physician, pilot and co-pilot. The physician provides on-line medical supervision and control through every mission and accompanies patients on the helicopter for approximately 50 per cent of the missions.

Paramedics and nurses are employed in hospitals or with city emergency medical services and are on duty, on-site at STARS during time away from their regular positions. The pilots work full-time at our bases.

STARS EMERGENCY LINK CENTRE™

The STARS Emergency Link Centre (“ELC”), supported in part by the energy and wireless telecommunications industries, is an advanced 24-hour communications centre serving the Calgary and Edmonton bases providing coordination of emergency medical referral, advice and transportation.

When an emergency call comes in through a one-number call system, communications specialists can link multiple callers to determine the most appropriate medical response. This involves the immediate coordination of medical advice and referral or transport. Flight following and mission tracking are also integrated activities of the ELC.

the *mission* (cont'd)

The ELC supports industry by monitoring the location, activities and available emergency services for remote industrial sites to ensure the most rapid response possible should an emergency arise. Over the past three years, there has been a steady increase in oilfield site registrations. This number now averages approximately 300 sites per day.



The ELC also provides emergency fire and ambulance dispatch services for Mountain View County, which includes Carstairs, Cremona, Didsbury, Olds and Sundre.

In furthering our communications capability and response, we have had an ongoing initiative since 1996 to optimize our ability to accurately locate and coordinate response to critical need.

FLEET

The STARS fleet consists of four helicopters – one at each base, one back-up and support aircraft for use during maintenance of the primary helicopters and a fourth helicopter now used for parts, but which may become operational depending on need. STARS operates its helicopter fleet through STARS Aviation Canada Inc., a wholly-owned subsidiary of the Society.

All STARS helicopters are rotary wing Eurocopter BK117 models. This aircraft is well suited to air ambulance duties because of its high performance, instrument flight capability, rotor design and rear clamshell doors.



ACCREDITATION

Over the past 16 years, STARS has established a strong program reaching more than 90 per cent of Alberta's population and several communities in southeastern British Columbia.



Since 1998, STARS has held full accreditation as a critical care provider from the Commission on Accreditation of Medical Transport Systems. The STARS program is the first international air medical program and the first Canadian program to achieve this level of distinction.

education and *research*

STARS is committed to providing ongoing continuing education and professional development for medical and emergency personnel.

STARS HUMAN PATIENT SIMULATOR PROGRAM

STARS Human Patient Simulator (“HPS”) Program offers a unique opportunity for rural and urban health care providers to enhance their team skills in critical care crisis management. The HPS mannequin simulates complex medical and trauma situations over and over again, giving participants an opportunity to practice and refine their skills.

The simulator is installed in a large motorhome that travels to health care centres, eliminating the barriers of distance from teaching centres. In 2001, the HPS Program traveled to 28 communities to provide training to more than 900 individuals.



STARS OUTREACH PROGRAM

The outreach team provides educational sessions on patient transport preparation, access to air transport resources, and landing zone safety and preparation to our partners in community emergency services.

These sessions help ensure all partners involved in an emergency response are familiar with standard operating procedures in providing the best possible patient care and transport. In 2001, STARS provided 40 training sessions in the community.

STARS is committed to the growth of knowledge and skills in emergency medicine. We participate in research efforts to develop and evaluate programs and equipment to enhance the effectiveness of the Chain of Survival.

STARS continually explores and participates in research opportunities that offer the potential to enhance our patient care and transport program. Projects now underway include:

- Evaluation of medical interventions and modes of transport and the related impact on patient outcome. This includes the evaluation of a patient mission triage tool to better allow for dispatch decision-making for helicopter transport of rural trauma patients. This project is being carried out through a partnership with the University of Calgary and Alberta Health and Wellness.
- Evaluation of teaching methods and their effectiveness using the STARS Human Patient Simulator Program.
- Participation in the Transport Incubator Design Project, in conjunction with hospital neonatal transport teams.
- Development of pilot training standards and re-design of the helicopter cockpit to allow the use of night vision goggles to enhance nighttime capability in mountainous terrain and for search and rescue operations.
- Evaluation of various helicopters for future use in regard to human analysis factors such as reach distances, workspace functionality, crew configurations for enhanced patient care and ability to carry multiple patients.



vital missions

*Harold Honeyman
Teresa Roberts*

"When Harold became so sick, so fast, it was wonderful to have STARS there to quickly get him to the help he needed. We appreciate so very much what was done for him."

Dale Honeyman



MISSION # 610/2001 – Interprovincial call for assistance

Just before noon, Harold Honeyman told his wife, Dale, that he was feeling quite ill. A neighbour drove them to the hospital in their hometown of Kimberley, British Columbia. Dale returned home while her husband underwent tests, but rushed back to the hospital when she received an early evening call telling her Harold had suffered heart failure. Hospital staff called STARS who transported Harold to Foothills Medical Centre for advanced cardiac care and treatment.

At Foothills, Harold underwent double bypass surgery and a mitral valve repair. After spending almost a month in hospital in Calgary, Harold was able to return home to Kimberley with Dale.

"I had been a STARS volunteer for four years and I never really thought that it might be me one day being carried to hospital. I had an appreciation for the program before my accident, but now that level has doubled."

Teresa Roberts



MISSION # 329/2001 – Drive home turns tragic

On her way home from a small town in northern Alberta where she worked as an emergency medical technician, Teresa Roberts stopped at an intersection and then moved ahead to cross the highway. As she did, her vehicle and another collided and she was thrown into the ditch.

Local police and fire services were soon on scene and, as they performed the difficult extrication to remove her from her vehicle, called for STARS to transport the severely injured woman to Edmonton. Teresa suffered a cerebral bleed, chest injury and broken ribs and remained in the Royal Alexandra Hospital for a week. After recovering at home for another three months, she was able to return to her job as part of the Chain of Survival that helped her.



partnerships

*Chain of Survival
Government of Alberta
Business
Community
Crew and staff*

“Each of the partners in emergency services play a crucial role toward ensuring the best possible outcome for the patient. Equally important are the partnerships we share with Alberta Health and Wellness and our community because without that support, we would not be able to do what we do.”

Lance Stephenson, STARS Calgary Medical Base Manager and Flight Paramedic

saving lives through **partnerships**

CHAIN OF SURVIVAL

STARS is an integral link in the lifesaving Chain of Survival which includes first responders, dispatch centres, ground and fixed wing air ambulances, fire and police, search and rescue organizations, and hospital medical teams.

We all share the common objective of ensuring appropriate medical care in the most timely way possible. Our goal is to transport patients to major trauma centres during the “golden hour”, a 60-minute window of time during which a patient's chance of survival is greatly improved.

In appreciation of this important partnership, we have established the STARS Chain of Survival Fund to provide financial assistance to emergency service providers for medical equipment and training. Each year, a portion of the STARS Lottery revenue is designated to this fund to be reinvested in the communities we serve.

GOVERNMENT OF ALBERTA

Alberta has a networked air ambulance system to provide residents with the best possible opportunity to quickly reach a higher level of medical care. The network includes nine fixed wing aircraft bases and two STARS helicopter bases. Alberta Health and Wellness should be commended for the vision and effort behind the creation of this system.

Funding is provided on a contractual basis to each air ambulance provider and each medical crew. STARS helicopters and medical team revenues related to flying and stand-by time are received from Alberta Health and Wellness.

The STARS program is dependent upon funds raised by the STARS Foundation and the revenues from Alberta Health and Wellness to maintain operations. This combination of funding allows

STARS to achieve a level of excellence in service and provide major teaching and research programs not otherwise possible, all to the benefit of our patients.

BUSINESS

Strategic alliances between STARS and the business community are a growing and valuable asset. STARS' innovative and entrepreneurial position in providing rotary wing air ambulance service offers unique opportunities for business involvement. In turn, these relationships often provide STARS with technologies and advancements not otherwise accessible.

COMMUNITY AND VOLUNTEERS

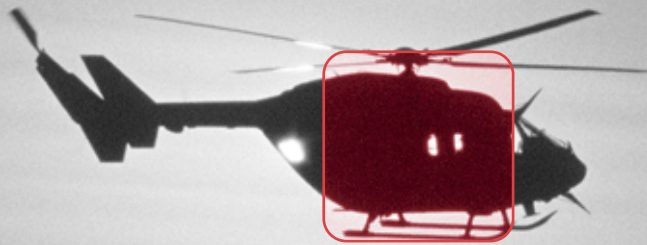
STARS' partnership with the community is the essence of our organization. The commitment of our volunteers continues to be the cornerstone of STARS' interaction with the community. We strive to provide the best service possible and are only able to do so through the generosity and support of the communities we serve.

CREW AND STAFF

We are tremendously proud of the men and women who are involved with STARS, on the ground and in the air. There is an incredible sense of teamwork and family between the members of this group.

Many of these individuals not only work with STARS, but also spend countless hours offering their time on a volunteer basis to help out wherever they are needed.

The passion, skill and commitment of these dedicated individuals is truly unique and has helped the organization become what it is today.



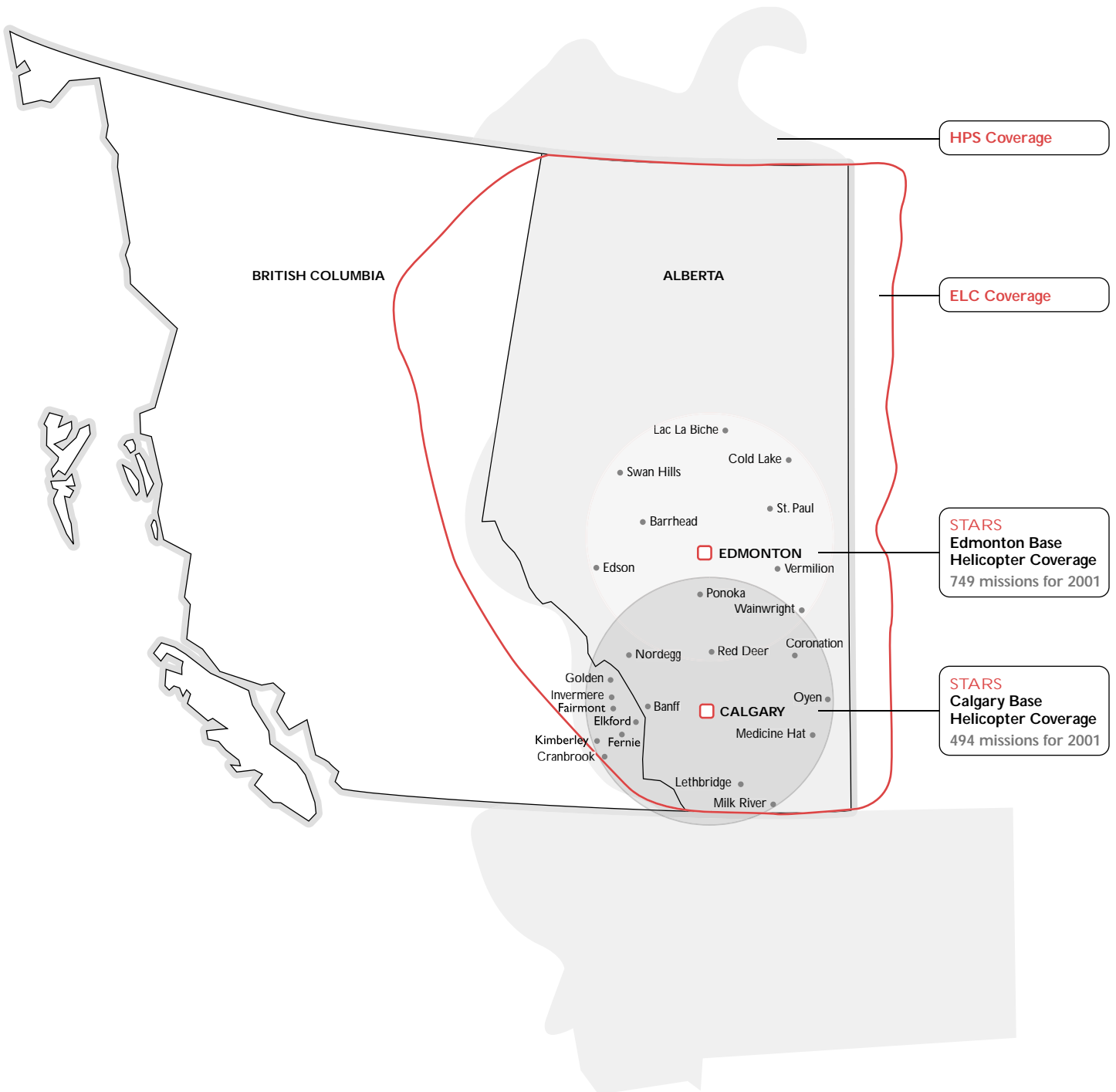
record of missions

8,902 missions from December 1, 1985 to December 31, 2001.

2001 Location	1985-2001	2001 Location	1985-2001	2001 Location	1985-2001			
22	Calgary Area	483	5	Exshaw	6	0	New Norway	2
6	Edmonton & Area	231	0	Fairbanks, Alaska	2	2	New Sarepta	11
0	Parkland County	191	0	Fairmont, BC	6	2	Newbrook	3
12	Strathcona County	352	0	Fairview	8	0	Nipawin, SK	2
1	Abee	1	1	Ferintosh	1	0	Nisku	36
1	Acme	10	6	Fernie, BC	99	1	Nojack	5
5	Airdrie	88	0	Flatbush	6	2	Okotoks	50
0	Andrew	6	1	Fort Assiniboine	2	15	Olds	246
3	Alberta Beach	16	4	Fort MacLeod	89	0	Oyen	52
0	Alcomdale	2	0	Fort McMurray	96	5	Onoway	29
0	Alder Flats	2	0	Fort Nelson, BC	8	0	Peace River	46
0	Aldersyde	13	21	Fort Saskatchewan	123	0	Penticton, BC	4
3	Alexis Reserve	3	0	Fort Smith, NWT	2	1	Picture Butte	1
4	Ardrossan	4	0	Fort St. John, BC	22	1	Pigeon Lake	22
0	Arrowwood	3	0	Fort Vermillion	41	11	Pincher Creek	373
27	Athabasca	96	0	Fox Creek	11	0	Pine Lake	6
0	Balzac	17	1	Gainford	1	13	Ponoka	161
17	Banff	390	0	Ghost Lake	39	3	Priddis	23
21	Barrhead	87	1	Gibbons	48	0	Prince George, BC	10
0	Bashaw	8	15	Gleichen	75	0	Prince Rupert, BC	2
9	Bassano	71	0	Glendon	4	0	Provost	46
0	Beaver Lodge	6	1	Glenevis	5	1	Radium, BC	1
2	Beaumont	32	4	Golden, BC	112	1	Radway	1
4	Beiseker	36	0	Grand Cache	4	1	Raymond	11
0	Big Valley	2	0	Granum	2	65	Red Deer	779
4	Black Diamond	83	0	Grassland	1	24	Redwater	113
0	Blackie	6	3	Gunn	6	0	Reno, NV	2
11	Blairmore	110	0	Halfmoon Lake	14	0	Revelstoke, BC	2
0	Bluffton	2	0	Hamilton, ON	4	0	Ribbon Creek	4
4	Bon Accord	22	7	Hanna	188	1	Rich Valley	1
12	Bonnyville	118	2	Hardisty	33	8	Rimbye	41
0	Bottrel	4	0	Hays Lakes	10	1	Riviere Qui Barre	3
15	Boyle	184	0	Hay River, NWT	8	16	Rocky Mtn House	166
2	Bowden	6	0	High Level	46	0	Rockyford	11
0	Bow Island	28	0	High Prairie	30	0	Rolly View	4
6	Bragg Creek	62	8	High River	122	1	Rosebud	1
0	Brandon, MB	2	0	Highwood Pass	2	0	Rumsey	1
3	Breton	25	0	Hilliard	2	5	St. Albert	25
26	Brooks	4320	2	Hobbema	62	0	St. Francis	2
2	Bruderheim	4	1	Holden	3	18	St. Paul	158
1	Burmis	1	0	Hughenden	2	0	Sandy Lake	2
0	Busby	4	1	Hussar	4	1	Sangudo	1
0	Butte, MT	6	0	Huxley	2	0	Sarcee Reserve	4
35	Camrose	237	0	Indus	10	0	Saskatoon, SK	6
1	Calahoo	1	6	Innisfail	125	1	Saebe	1
0	Calling Lake	2	1	Innisfree	1	6	Slave Lake	29
6	Calmar	50	0	Inuvik, NWT	6	9	Smokey Lake	89
15	Canmore	230	8	Invermere, BC	198	1	Sparwood, BC	95
0	Carbon	3	2	Irricana	24	0	Springbank	10
1	Cardiff	1	0	Jasper/Hinton	120	25	Spruce Grove	55
0	Caroline	5	0	Josephburg	9	2	Standard	6
4	Carseland	19	0	Kalispell, MT	6	1	Stavely	1
3	Cardston	120	0	Kamloops, BC	8	9	Stettler	89
4	Carstairs	27	1	Kananaskis	141	28	Stony Plain	51
1	Carvel	1	0	Kansas City, KS	2	28	Strathmore	254
6	Castor	28	0	Kapasiwin	1	0	Sturgeon	2
0	Cayley	2	0	Kathryn	4	19	Sundre	377
1	Chain Lakes	17	0	Kavanaugh	2	0	Sunnybrook	6
1	Cheadle	1	0	Kelowna, BC	8	8	Swan Hills	27
2	Chestermere	40	6	Killiam/Sedgewick	38	0	Sylvan Lake	3
0	Chetwynd, BC	2	4	Kimberley, BC	16	5	Taber	124
1	Chipevyan Lk.	3	0	Kingston, On	2	0	Thorhild	2
1	Chipman	1	0	Kneehill	4	2	Thorsby	37
0	Chisholm	1	8	Lac La Biche	41	18	Three Hills	284
9	Claresholm	128	2	Lac St. Anne	10	0	Thunder Lake	2
5	Cluny	28	2	Lacombe	30	8	Tofield	153
1	Clyde	1	0	Lake Eden	4	0	Toronto, On	2
0	Coaldale	12	0	Lake Louise	2	0	Torrington	2
1	Coal Valley	1	20	Lamont	145	0	Trochu	13
9	Cochrane	204	0	Langdon	13	0	Turner Valley	12
2	Cold Lake	141	0	Las Vegas, NV	2	16	Two Hills	98
10	Cooking Lake	30	23	Leduc	127	0	Valemont	2
0	Conrich	4	4	Legal	9	0	Valleyview	15
1	Consort	29	37	Lethbridge	648	0	Van Nuys, CA	2
10	Cranbrook, BC	107	0	Libby, MT	2	0	Vancouver, BC	14
3	Cremona	28	0	Lindbrook	2	1	Vega	1
0	Creston, BC	4	1	Lloydminster	87	14	Vegreville	162
4	Crossfield	28	0	Lomond	3	15	Vermillion	172
0	Crowsnest Pass	10	1	Lodge Pole	1	0	Vernon, BC	8
0	Dalemead	1	0	London, ON	4	0	Victoria, BC	2
2	Darwell	2	6	Longview	53	5	Viking	67
0	Dawson Creek, BC	6	2	Ma-Me-O Beach	2	1	Villeneuve	9
8	Daysland	78	0	Macklin, SK	2	4	Vina	16
1	De Winton	17	0	Madden	6	0	Vimy	2
0	Delacor	1	0	Magrath	12	6	Vulcan	130
0	Delia	2	0	Manning	12	10	Wabamun	34
6	Devon	59	0	Mannville	37	1	Wabasca	34
4	Didsbury	107	16	Mayerthorpe	74	12	Wainwright	47
0	Donnelly	10	0	Medicine Hat	132	0	Walparous Creek	18
19	Drayton Valley	263	0	Mesa, AZ	2	1	Warburg	5
17	Drumheller	402	0	Milk River	12	0	Washington, DC	4
3	Duffield	21	1	Millarville	22	1	Water Valley	26
0	Eckville	4	4	Millet	14	0	Wessex	2
13	Edson	98	1	Milo	1	1	West Cove	1
2	Eden Valley	2	1	Mink Lake	1	27	Westlock	226
0	Egremont	2	1	Monarch	1	43	Wetaskiwin	334
0	Elbow Falls	26	6	Morinville	57	0	Wheatland	7
0	Elk Island Park	8	5	Morley	60	11	Whitcourt	66
6	Elk Point	49	0	Mossleigh	1	0	Whitehorse, YK	6
0	Elnora	21	0	Mulhurst	2	0	Wildwood	8
0	Elkford, BC	13	0	Mundare	9	0	Willingdon	20
0	Empress	2	1	Namao	5	1	Winfield	6
0	Entwhistle	10	1	Nanton	23	0	Wrangell, AK	2
0	Evansburg	2	0	Nelson, BC	2	0	Ya Ha Tinda	1

"I joined STARS knowing I would be part of a team composed of highly qualified professionals dedicated to delivering the best care possible. That in itself is greatly rewarding, but what brings me the most satisfaction is that simple 'thank you' or eye contact with a patient touched by tragedy."

Andre Rioux, STARS Edmonton Pilot





STARS

STAR-2

C-GBNH

“There will have to be changes in the delivery of health care in the future as our population demographics shift toward a growing proportion of aging baby boomers. We want to ensure we are positioned to provide the services that will be needed.”

Dr. Greg Powell, STARS Chief Executive Officer

strategic directions

STARS has a partnership with individuals, organizations, corporations, emergency medical service providers, emergency services, regional health authorities and government. Innovation and industry leadership have driven a program of excellence supported by this community. We all share in the pride and recognition of being named 2001 Program of the Year by the international Association of Air Medical Services.

Looking forward to the future, we face a most daunting health care challenge as our population ages and grows. Moving patients safely in large numbers will become a patient care and economic challenge of unprecedented magnitude.

The following outlines key strategic directions in meeting and supporting the mission:

Meeting the need

- Introduce faster and more weather-capable aircraft, with a two to three simultaneous patient care and transport capacity. Currently, we are unable to carry out approximately 12 per cent of missions due to icing weather conditions, a situation which will be alleviated with the future availability of de-icing equipment on helicopters.

In support of meeting the need

- Develop enhanced Emergency Link Centre mapping and satellite communications capability, thus providing improved rapid access and emergency response to scene calls, industry sites and remote areas. This capability is enhanced through industry partnerships and the availability of advanced telecommunications.
- Integrate more sophisticated medical treatment and diagnostics that can be used in transport medicine, both air and ground, such as portable ultrasound.

- Continue to meet the increasing need and requests for STARS Human Patient Simulator and outreach training programs by rural and urban emergency service and medical providers.
- Continue to directly support the training and equipment needs of our Chain of Survival partners both within the province and adjacent jurisdictions through the STARS Chain of Survival Fund.
- Continue to enhance our partnership with Alberta Health and Wellness. A very positive ongoing initiative is a research project to assess the effectiveness of a patient triage tool for air transport, jointly funded by Alberta Health and Wellness and STARS.
- Actively participate in further developing the delivery of safer medical care. There is an opportunity to transition the learning and systems development in aviation safety into the medical care environment to decrease medical care error rates. STARS Human Patient Simulator Program will be instrumental in this teaching, training and research initiative.
- Continue our current fundraising programs with the participation of the community to support STARS' vision, mission and initiatives in patient care.
- Develop additional opportunities for donors to support specific identified needs such as aircraft replacement and enhancement, appropriate accommodation for our operations, and expansion of the Human Patient Simulator Program and Emergency Link Centre operation.



"Helping to organize fundraising events in my community is one way I help support STARS. I truly believe in the value of STARS and am proud to be part of the team behind it."

Barb Young, STARS Red Deer Volunteer

community support

EXTERNAL EVENTS RAISING IN EXCESS OF \$1,000 IN 2001

700 Wing AFAC Edmonton Dinner	Feeder Association of Alberta Ltd.	Red Deer RCMP (Traffic Services) Golf Tournament
7-Eleven Canada Coin Boxes	Festival of Crafts	Renegades Ball Team Golf Tournament (Sundre)
Acklands-Grainger Helping Hands	Fifth Avenue Place Breakfast	Riders of the Storm Motorcycle Club
Agricore Casino	First Truck Centre Golf Tournament	Rocky Mountain Challenge
Alberta A18Federation of REAs Conference	Flagstaff District 4-H Auction	Rosedale United Church Burns' Night
Alberta Good Sam Organization	Foothills Homecoming 2001	Royal Canadian Legion #223 Ladies Auxiliary Ham Dinner
Alberta Oilfield Golf Classic	Fort Saskatchewan 4-H Beef Club Auction	Safeway We Care
Alberta Super Run Association	Fort Saskatchewan Friends of STARS Sunshine Carnival	Sneakers Racquetball Tournament
Alberta Treasury Branches -- Branch Promotions	Fraternal Order of Eagles - Ladies Auxiliary #4241 Casino	South East Alberta Coal Miners Golf Tournament
All Chevy Shoot Out	Gibbons Stars for STARS	Spray Lake Sawmills
Arcis Corporation Spring Casino	Gienow Golf Tournament	Strathmore Hotel (Whiteley Holdings) Head Shaving Event
ATCO Gas Golf Tournament	Grant & Lucas Marchinko Golf Tournament	Stud Fee Auction Two-Eyed Jack Fall Classic
Babco Oilfield Hauling/Artie T. Kos Trucking	Hasting Coulee 4-H Auction	Summer's Last Splash Charity Car Show
Banff Springs Golf Club Tournament	Heartland Simmental Sale	Sundre Renegades Rubber Boot Festival
Beaver District 4-H Club	Hinz Automation Inc. Golf Tournament	Supply Chain Management - Hot Dog Days
Bentley & District Farmers Market	Hopewell Polar Bear Dip	Sutton Group Golf Tournament
Bogner's Farm & Greenhouses Perennial Sale	Imperial Oil Resources Limited Safety Program	Sutton Group Polar Bear Dip
Building Trades of Prairie Rose Project (Amoco Prairie Rose LAO Project)	Independent Order of Foresters Court Gateway #191 Bingo	Taber Oilmen's Association Oyster Feed
Calgary Snowmobile Club Snowmobile Rally	Irricana 4-H Beef & Multi Club Auction	Taber-Vauxhall RCMP Golf Tournament
Camrose Canadian Bull Congress Auction	J & L Supply Ltd. Golf Tournament	Tags Elk Point Beef Auction
Camrose Friends of STARS Sunshine Carnival	JB's Super Dawgs	Udderly Art
Camrose RCMP Curling Bonspiel	John Ware 4-H Beef Club Steer Auction	University of Alberta Agriculture Club Bar None Dance
Canadian Progress Club -- Calgary Downtown -- Dogie-Do Rodeo	Kelsey's for Kids Golf Tournament	Vauxhall Agricultural Society Demolition Car Event
Candor Engineering Golf Tournament	Kyle Calder Celebrity Challenge Golf Tournament	Vauxhall Ethnic Dinner
Capitol City Hot Rod Association Event	Lacombe County 4-H Club Beef Sale	Velvet Exploration Partnership Golf Tournament
Cargill Animal Nutrition Pebble Beach Golf Tournament	Leduc Happy Homesteaders Square Dance Club	Vermilion Good Will Shop
Carstairs Gun Club Shoot for the STARS	Legacy Classic Llama Sale XIV	Viking Volunteer Fire Department Society Breakfast
Chevron Canada Resources Hockey Tournament	Legal Minor Hockey Tournament	Vulcan County 4-H Steer Auction
Coburn Community Club Casino	Lethbridge IGA Sunshine Carnival	Warburg Firefighters Association Dine & Dance
Cody Snyders Bull Bustin'	Mayerthorpe & District Agricultural Society 4-H Steer	Warburg Friends of STARS Dine & Dance
Cooke's Circle C Donkey Auction	Millarville Polo Club Dinner	Waterton Community STARS Dance
Darwell & Duffield Women's Institute Turkey Supper & Auction	Morrin School Initiation	Weatherford Drilling & Intervention Services Golf Tournament
Daysland General Hospital Auxiliary Flea Market	Mundare Fire Department Pasta Supper	Westbrook 4-H Multi Club Cowboy Poetry Night
Dominion Energy Golf Tournament	Muriel Lake Charity Arts & Crafts Auction	Westerner Park Spring Craft Fair
Drayton Valley Cowboy Poetry Festival	NAV Canada Silent Auction	Westlock Community Thrift Shop
Drayton Valley Friends of STARS Golf Classic	Newbrook 4-H Club Beef Builders Sale	Westlock Country Jamboree
Edmonton Area Pipeline & Utility Operators Committee Annual Safety Seminar	Nisku Run for STARS (Nisku Volunteer Firefighters Association)	Wetaskiwin Home Hardware Auction
Edmonton Electric Club	Onoway 4-H Multi Club Auction	Wetaskiwin RCMP Ladies Night Out
Elegant Evening Out Fashion Show	Onoway Lumber & Building Supplies Ltd. Beef Auction	Wetaskiwin Safe Grad Committee
Elk Point 4-H Club Beef Sale	Paintearth Mine Hockey Tournament	Willow Creek 4-H Animal Auction
Elk Point Emergency Services Golf Tournament	Petroleum Services Association of Canada Starlight Starbright Gala	Willy-Wally Invitational Golf Tournament
Emco Distribution Golf Tournament	Pincher Creek Silver Reins 4-H Light Horse Club Ride for STARS	Wirsig Farming & Ranch Vacations Grand Opening
	Primrose Golf Tournament	Women of the Moose #328 Bingo
	Radway Dinner Auction	Xentel DM Incorporated Battle of the Badges Hockey Game
	Reach for the STARS Fund (Ruth Burbank)	

your *gifts* to STARS

STARS recognizes the integral role individuals, communities, organizations, businesses and corporations play in assisting operational initiatives and capital projects undertaken in support of the Shock Trauma Air Rescue Society.

CONTRIBUTORS

Following is a list of donors who have made a gift of \$250 or more in the period January 1, 2001, to December 31, 2001. Contributions made in this period have been added to past gifts of each donor, placing them in the appropriate cumulative category for the time period 1985 to 2001.

We would also like to recognize the more than 524 gifts received by STARS from donors who prefer to remain anonymous.

CAPITAL CAMPAIGN

This list also includes the names of donors who contributed to our *Seconds Count* Capital Campaign launched in 1997, as indicated by an asterisk, and reflects total cumulative contributions, gifts and pledges.

We would also like to recognize the following individuals for their efforts toward the success of our Capital Campaign which will reach closure in 2002:

Colleen Klein & Ann Sather, Honourary Campaign Co-Chairs

Stan G.P. Grad & Robert G. Peters, Campaign Co-Chairs

PATRON (\$1,000,000 +)

Lions International
 Petroleum Services Association of Canada*
 Royal Canadian Legion

CHAIRMAN'S CIRCLE (\$250,000 +)

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 PanCanadian Energy Corporation*
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 United Way of the Alberta Capital Region

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 Limited*
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your *gifts* to STARS

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 Lacombe County 4-H Beef Club
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 Canrise Resources Ltd.
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Vern Hartwell ⁽²⁾
 Mayor
 Strathcona County
 Sherwood Park, Alberta
 Director, Foundation



Art Hironaka, FCA ⁽¹⁾⁽⁹⁾
 Chartered Accountant
 Calgary, Alberta
 Director, Foundation



Brian Holroyd MD FACP, FRCPCC ⁽¹⁾
 Director, Division of Emergency Medicine
 Associate Professor, Emergency Medicine
 Faculty of Medicine and Oral Health Sciences
 University of Alberta
 Edmonton, Alberta
 Director, Society



W. Michael M. Honey ⁽²⁾⁽⁴⁾
 Office Managing Director
 Korn/Ferry International
 Calgary, Alberta
 Director, Society
 Director, Foundation



Larry LeBlanc
 Senior Vice-President
 East Coast Region
 EnCana Corporation



Geoff Mackey ⁽²⁾⁽³⁾
 President & CEO
 Superior Propane Inc.
 Calgary, Alberta
 Director, Society



Robert J. MacLean ⁽³⁾⁽⁸⁾⁽¹⁰⁾
 President
 RIM Corp.
 Edmonton, Alberta
 Director, Foundation



Don MacVicar
 Retired Businessman
 Halifax, Nova Scotia
 Director, STARS Canada



Douglas R. Martin, CA ⁽¹⁾⁽⁴⁾⁽⁹⁾⁽¹⁰⁾
 President
 Charles Avenue Capital Corporation
 Calgary, Alberta
 Director, Society



Dennis G. Miller ⁽¹⁾⁽⁴⁾
 President & Chief Executive Officer
 ICO Canada, Inc.
 Nisku, Alberta
 Director, Society
 Director, Foundation



Terry Moore ⁽²⁾
 Senior Vice-President
 AMJ Campbell Van Lines
 Calgary, Alberta
 Director, Society
 Director, Foundation



Tim Moore
 Chairman
 Premiere Executive Suites
 Halifax, Nova Scotia
 Director, STARS Canada



Frances Olson ⁽²⁾⁽⁴⁾
 Vice-President
 Olson Management
 Edmonton, Alberta
 Director, Society
 Director, Foundation



Robert G. Peters ⁽⁸⁾
 President
 Black Diamond Land & Cattle Co.
 Calgary, Alberta
 Director, Foundation



Tom Rose
 President & Chief Executive Officer
 Atlantic Business Interiors
 Halifax, Nova Scotia
 Director, STARS Canada



Francis M. Saville, OC ⁽¹⁾⁽⁵⁾
 Senior Partner
 Fraser Milner Casgrain LLP
 Calgary, Alberta
 Director, Society



Gordon Smillie ⁽¹⁾⁽⁶⁾
 President
 Smillie Ranches Ltd.
 Bassano, Alberta
 Director, Society



Jim Spatz, MD
 President
 Southwest Properties Ltd.
 Halifax, Nova Scotia
 Director, STARS Canada



David Topps, MD MB CHB
 MRCCGP FCFP CCFP ⁽²⁾⁽³⁾⁽¹⁰⁾
 Department of Family Medicine
 University of Calgary
 Calgary, Alberta
 Director, Society

- (1) Member of the Finance Committee (Standing Committee)
- (2) Member of the Human Resources and Compensation Committee (Standing Committee)
- (3) Member of the Risk Management Committee (Standing Committee)
- (4) Member of the Governance Committee (Standing Committee)
- (5) Retirements from Society – 2001
Francis Saville
- (6) Resignations from Society – 2001
Dr. Kenneth Gardener, Frances Hargrave
- (7) Newly elected to Society – June 19, 2001
Dr. Kenneth Gardener
- (8) Newly elected to Foundation – June 19, 2001
Robert J. MacLean
- (9) Investment Committee Members (sub-committee, Finance Committee):
Art Hironaka (Director, Foundation)
Doug Martin (Director, Society)
Jim McMeekin (non-Director, Pacific International Securities)
Robert G. Peters (Director, Foundation)
Bill MacLachlan (non-Director, Mawer Investment Management)
Michael Trattner (non-Director, University of Calgary)
Dr. Greg Powell (Director, Society; Director, Foundation; CEO) – ex-officio
- (10) Ad hoc Aviation Resources Committee (established in December 2000):
Martin Abbott (Director, Foundation)
Eric Gould (non-Director, AirBorne Energy Solutions)
Paul Haggis (Director, Society; Director, Foundation)
J. D. Hole (Chairman, Director, Society; Director, Foundation)
Douglas R. Martin (Director, Society)
Robert J. MacLean (Director, Foundation)
Dr. Greg Powell (Director, Society; Director, Foundation; CEO) – ex-officio
Dr. David Topps (Director, Society)
- (11) Ex-officio to all Standing Committees

STARS *credo*

*Alberta Shock Trauma Air Rescue Society
Alberta Shock Trauma Air Rescue Service Foundation
Shock Trauma Air Rescue Society (Canada)
STARS Aviation Canada Inc.*

We believe our first responsibility is to the patients we serve and that we cannot compromise this mission. In cooperation with hospitals and other allied services in the Chain of Survival, we will safely transport and care for our patients to the highest possible standard.

We are responsible to the men and women who comprise STARS. We will clearly express requirements and expectations with sensitivity to the personal and professional needs of each individual in the performance of their duty. We encourage innovation and excellence in a spirit of individual empowerment, and will offer training and coaching to foster personal growth. As equals within a vital mission, we are committed to mutual support once decisions are made and to the swift resolution of inevitable conflicts. Our board of directors, management, staff, crews and volunteers value the benefit of teamwork and appreciate the importance of individual effort.

We are responsible to the community of generous individuals and corporate supporters and to the province, who trust us to apply their funds effectively. We will never breach this trust. We will always apply cost effective, quality resources to our mission within the community we share. Our mission is an expression of a caring community, a special privilege we value.

We are responsible to our suppliers and vendors with whom we strive to create a climate of service partnership. We will always negotiate to achieve the balance of price, availability and quality which meets our requirements for value. A commitment to exceptional service and value by our vendors will be suitably recognized.

STARS will continue to evolve within the context of our special missions. Recognizing that an indicator of organizational health is often the flux created by innovation and personal creativity, we will channel our growing energy into improved quality and greater community service.

corporate information

STARS LEADERSHIP TEAM

D. Gregory Powell, MD FRCPC
CEO, Society
CEO, Foundation
CEO, STARS (Canada)

Murray J. Malley, MIM, CA
CFO, Society
CFO, Foundation
CFO & Treasurer, STARS (Canada)

Joan V. Black, CFRE
Senior Manager, Foundation

Kenneth C.L. King, EMT-P, BCOMM
Senior Manager, Communications & Special Projects, Society

JN Armstrong, MD FRCPC ATPLH ATPL
Senior Manager, Aviation, Society Operations Manager

Michael J. Betzner, MD FRCPC
Senior Medical Director, Calgary Base

Arun Abbi, MD FRCPC
Associate Medical Director, Calgary Base

Joe Acker, AHT, EMT-P
General Base Manager, Edmonton Base

John Belanger, CGA
Controller

Herman Borkent, MD CCFP
Medical Director, Edmonton Base

Greg Cars
Aviation Base Manager, Edmonton Base

Jim Davidson, MB CHN FRCS (ED)
Associate Medical Director, Edmonton Base
Retired December 31, 2001

Barry Ellis, MD, CCFP (EM)
Associate Medical Director, Edmonton Base
Appointed December 1, 2001

Butch Hogan, AME
Director of Maintenance

Mike R. Lamacchia, EMT-P
HPS/Outreach Manager

Marcel Podlosky
Fund Development Manager, Edmonton Base
Retired December 2001

Linda J. Powell, B.Sc.PT
Executive Administrator & Assistant to the Board of Directors

Lance Stephenson, EMT-P, M.E.M.
Medical Base Manager, Calgary Base

OFFICES

Head Office
1441 Aviation Park N.E., Box 570
Calgary, Alberta T2E 8M7
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Fax: 403.275.4891

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Fax: 403.275.4891

Edmonton Base
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Edmonton, Alberta T5G 0W6
Phone: 780.447.5492
Fax: 780.447.5493

AUDITORS

KPMG LLP
Calgary, Alberta

LEGAL COUNSEL

Conner & Conner, Professional Corporation
Calgary, Alberta

BANKERS

Bank of Montreal
Calgary, Alberta

Royal Bank of Canada
Calgary, Alberta
Halifax, Nova Scotia

STARS acknowledges the professional services contributed by:
Bennett Jones LLP
Fraser Milner Casgrain LLP
Graycon Group Ltd.
Helios Environmental Service Group (MBNR Division)
McKay-Carey & Company

Photography: © Mark Mennie/STARS

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STARS Edmonton Base

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Fax: 780.447.5493

e-mail: edmontonbase@stars.ca

www.stars.ca

financial statements

STARS™ ANNUAL REPORT 2001



our vision

*Saving lives through partnership,
innovation and leadership*

our mission

*STARS – Dedicated to providing a safe,
rapid, highly specialized emergency
medical transport system for the
critically ill and injured.*

management discussion and analysis

HIGHLIGHTS

In 2001, STARS Alberta saw an 18 per cent increase in the number of missions carried out over 2000. STARS' increased mission activity was complemented by increased activity in the communication centre, teaching activity using simulation technology, and the retiring of debt related to the back-up helicopter. Increased activity levels in all facets of STARS operations have had a significant impact on the overall financial picture.

- Investment in capital assets increased to \$10.5 million through the payment of \$750,000 in debt and the purchase of a fourth helicopter. A worldwide shortage of Eurocopter BK117 parts threatened to leave Edmonton's primary helicopter out of service for an undetermined period of time. The fourth helicopter was purchased for parts and will become operational when the BK117 parts shortage is no longer a threat and it is required to meet the medical mission.
- Excess income decreased by \$1.021 million.
- \$1.020 million has been directed toward future operations and helicopter replacements through the Legacy Fund and the Helicopter and Equipment Replacement Fund.
- \$482,000 in grants was issued to 74 not-for-profit partners through the STARS Chain of Survival Fund.

REVENUES

Operations

The STARS program flew 1,741 hours and 1,243 missions in 2001 compared to 1,554 hours and 1,049 missions in 2000. Income from Alberta Health increased by \$267,000 in 2001 due to this increased mission activity. Income is received from Alberta Health and Wellness at a contractual rate to partially cover the costs associated with crew and flying time. Fuel expenses for the mission are incurred by Alberta Health and Wellness, and are not reflected in the financial statements. Fuel costs for training and public relations are covered by STARS. Fuel expenses for 2001 totaled \$440,000, of which STARS paid \$66,000.

Fundraising

In 2001, fundraising efforts resulted in a net increase of \$395,000 over the previous year. STARS recognizes the integral role of individuals, communities and business in assisting operational initiatives and capital projects. The support of the community for STARS is particularly evident in the continuous success of the STARS Lottery and the STARS Calendar Campaign. The proceeds are used for ongoing operations and a portion of the lottery proceeds are designated for the STARS Chain of Survival Fund.

OPERATIONAL EXPENDITURES

Medical

The cost of the medical program was \$2.844 million in 2001 compared to \$2.563 million in 2000. The increase was largely due to significantly higher levels of activity in the Emergency Link Centre ("ELC"). In addition, staff levels in the ELC were reorganized to comply with "working alone" legislation. An increase in the number of missions also accounted for a part of the increase.

Aviation

In 2001, aviation operating expenses were \$3.770 million compared to \$2.954 million in 2000. The major expenses associated with the increase of \$816,000 are maintenance, US exchange, insurance and interest. Increased maintenance costs are expected to continue in the future due to increased flight activity. Foreign exchange fluctuations also affect maintenance costs as aviation parts are invoiced in US dollars. STARS insurance increase for 2001 was 39 per cent. This is consistent with increases experienced throughout the aviation industry.

Administration

Administration costs in 2001 were \$1.394 million, compared to \$1.066 million in 2000. The increase was primarily due to information and communication system upgrades in the ELC. Additional staff was also required administratively to handle growth in the organization.

management discussion and analysis

Fundraising

In 2001, fundraising administration costs increased by \$100,000 to \$1.061 million. Fundraising resources and website development account for the increase. Approximately 500 volunteers contributed over 9,000 hours in 2001 at special events, assisting in administration, selling merchandise, hosting tours of our bases and by being STARS ambassadors throughout the province. Volunteer recognition programs have been expanded to recognize their valuable contributions.

Depreciation and Amortization

Depreciation and amortization was approximately \$978,000 in 2001 compared to \$721,000 in 2000. This increase was primarily due to the back-up helicopter, Human Patient Simulator mannequins, leasehold improvement costs and additional computer equipment.

STARS Nova Scotia

STARS (Canada) operated as STARS Nova Scotia in Nova Scotia and was under a Program Management Services Agreement with the Nova Scotia Department of Health Emergency Health Services ("Nova Scotia EHS"). Under the agreement, STARS (Canada) provided management of the air medical services and monitored the aviation services for Nova Scotia EHS.

Upon mutual agreement, the management of the air medical transport program was transferred to Nova Scotia EHS in February of 2001. STARS is proud to have assisted in developing the building blocks for the Air Medical Program in Nova Scotia. STARS leaves a legacy of highly trained and motivated medical personnel. Medical equipment with a book value of \$22,000 as of December 31, 2000, used in the program, was donated to Nova Scotia EHS. The major donor of the STARS Nova Scotia program directed the remaining net cash assets of \$168,000 to the Human Patient Simulator ("HPS") Program in Alberta.

OUTLOOK

Cash flows are anticipated to remain strong. We anticipate that the calendar and lottery will continue to be successful, providing a strong base of operational funding for the organization. Fundraising initiatives utilizing e-commerce will include online donations through the STARS website (www.stars.ca) and direct electronic funds transfer. A strong, positive partnership with Alberta Health and Wellness continues to provide a significant portion of the program funding.

Supporters will be offered a number of ways to make a long-term gift to the organization through expanded efforts within the Planned Giving Program. The most common method is through bequests. Other methods include insurance policies owned by the charity on the life of the donor, annuities, insured annuities, charitable remainder trusts, gifts of real estate, gifts of shares in private or public companies and gifts of residual interest.

Overall, we expect that expenses to operate all programs will be approximately \$834,000 higher in 2002 than in 2001. Increases result from projected increases in mission volume, teaching and outreach training activity, aircraft maintenance and aviation insurance, and for the ongoing development of a night vision goggles program.

We expect to see an increase of approximately \$331,000 in aviation expenditures in 2002. Aviation will continue integrating night vision goggles into operations, allowing night flight into mountainous terrain. This venture is a first of its kind for a Canadian, non-military operation and is being partially supported through federal grants. In conjunction with Transport Canada, STARS will lead the industry into this new territory, setting rigorous guidelines and standards of operation. Higher maintenance costs and expenses related to increased flight and the additional aircraft will also contribute to greater operating costs.

The ELC has expanded its role with industry, monitoring upwards of 300 drilling sites a day. The ELC began providing EMS dispatch service to the County of Mountain View in 2001 and anticipates continuation of this service in 2002. Future expansion opportunities with the energy industry are being explored. ELC expenses for 2002 are expected to increase by \$67,000.

Overhead costs are expected to increase moderately as new lease agreements and additional space is added to accommodate new programs.

Overall, it is important to note that these cost increases are primarily due to expenses associated with STARS' value-added programs such as the HPS Program and back-up helicopter. While these new initiatives have raised costs, they have greatly increased the value of the STARS program and its role in the chain of survival with community partners and stakeholders.

corporate governance

Effective governance requires processes and structures that contribute to the sound direction and management of the organization's business, with a view to ensuring appropriate stewardship and trusteeship of the organization's vision and mission. In the non-profit sector, this translates into appropriate stewardship and protection of the benefits and services provided to the community and of the investments, whether it be volunteer time or commitment, expertise or financial resources made to the organization. STARS is committed to the ongoing practice and evaluation of best practices in good governance, adhering to the basic guiding principle that the objective of good governance is to promote a healthy and productive organization.

The Alberta Shock Trauma Air Rescue Society ("Society"), the Alberta Shock Trauma Air Rescue Service Foundation ("STARS Foundation") and the Shock Trauma Air Rescue Society (Canada) ("STARS Canada") are commonly and collectively known in the community as STARS and are non-profit and charitable organizations ("Organizations"). STARS Alberta is the sole shareholder of STARS Aviation Canada Inc., a taxable Canadian corporation which retains helicopters and operating licenses for same.

The STARS Boards of Directors recognize their governance responsibility to the community, being entrusted with a specific vision, mission and goals, and funds provided by the general public and the government. The Boards of Directors are volunteer and are ultimately responsible for the direction and stewardship of the organization to ensure sustainability for the future in delivering the STARS' vision and mission. A Governance Committee was established in December 2000. In 2001, the STARS Society and STARS Foundation Boards of Directors carried out a governance review to ensure and benchmark against governance best practices.

In assuming responsibility for the stewardship of the Organizations, the Boards of Directors undertake an annual strategic planning session with the senior management team to review and approve direction of the Organizations.

The Boards have established an annual review of the effectiveness of the Boards' governance processes.

The Chief Executive Officer reports to the Boards of Directors and management responsibility is delegated to members of the senior management team by the Chief Executive Officer. Senior management regularly prepares reports that are reviewed, discussed and approved by the Boards prior to implementation. Procedures are in place whereby the Board may meet without management present. The Boards can meet independently of senior management, particularly for assessment of individual performance of the Chief Executive Officer and compensation issues.

Four standing committees assist the Boards in their stewardship role: the Finance and Audit Committee, the Human Resources and Compensation Committee, the Risk Management Committee and the Governance Committee. The Investment Committee is a sub-committee of the Finance and Audit Committee. The majority of members of the Committees are non-management directors and unrelated. The Investment Committee has three external, non-related, non-Director members. The Chief Executive Officer is ex-officio to the committees.

The Committees and the STARS management team undertake a continual process of assessing the various risks involved in the mission of the Organizations and they report any material risk, actual or potential, to the Boards of Directors.

The Governance Committee is responsible for monitoring and managing any matters related to governance of the Organizations. The Governance Committee is responsible for proposing all nominees to the Boards and the Committees and oversees the orientation of new directors and the ongoing education of incumbent directors.

The Boards of Directors, through the Finance and Audit Committee and the Investment Committee, monitor the financial accountability, financial risk and financial integrity of the Organizations. The Boards of Directors are satisfied that, in all of the above-noted areas of stewardship, adequate and appropriate internal control systems are in place and carried through by management.

corporate governance

The Human Resources and Compensation Committee is responsible for review of all aspects of executive compensation and performance and monitoring of the Organizations' human resources policies and procedures.

The Risk Management Committee assists the Boards in carrying out its responsibilities by monitoring and discussing principal risks identified by management and faced by the Organizations.

Ad hoc Committees, with a specific mandate and time parameter, may be formed at the request of the Chief Executive Officer. Currently, there is an Aviation Resources Ad Hoc Committee.

All Committees make recommendations to the respective boards for approval. Unless specifically delegated, authority is assigned by the respective Board.

The Board of the Society had 15 Directors in 2001 as of December 31, 2001 and the Board of the STARS Foundation had 15 Directors. Eight of the Society and Foundation Boards' Directors are common to both boards. Twenty-one volunteer Directors are unrelated to the Organizations, are independent of management and are free from any interest or relationship which could indirectly interfere with their ability to act in the best interests of the Organizations. The Chief Executive Officer is a Director and thus related to management. A Board of nine volunteer Directors governs STARS Canada, eight Directors being independent and non-related and one Director being the Chief Executive Officer and related.

The Directors hold a variety of skills, experiences and perspectives useful to the Boards in carrying out their various functions. Directors of the Organizations are volunteers and do not receive any remuneration, consideration or fees whatsoever for undertaking the responsibilities and risks involved in being a Director.

The Chief Executive Officer of the Organizations receives an annual compensation for the responsibilities of those offices. The amount of compensation is independently determined by the Human Resources and Compensation Committee, taking into consideration the responsibilities and risk involved in being a senior executive of similar organizations. The Chief Executive Officer is a member of the Society, the Foundation, STARS Canada and STARS Aviation Canada Inc. Boards of Directors and is an ex-officio member of the Finance and Audit, Investment, Human Resources and Compensation, Risk Management and Governance Committees and does not receive any compensation as a Director for acting in these capacities.

auditors' report

To the Directors of Alberta Shock Trauma Air Rescue Society, Alberta Shock Trauma Air Rescue Service Foundation, Shock Trauma Air Rescue Society (Canada) and STARS Aviation Canada Inc., known collectively as STARS (the Organization).

We have audited the combined balance sheet of STARS as at December 31, 2001 and the combined statements of operations and fundraising, changes in fund balances and cash flows for the year then ended. These combined financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these combined financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free from misstatement. An audit includes examining, on a test basis, evidence supporting the

amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, the combined financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2001 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

KPMG LLP

Chartered Accountants
Calgary, Canada
April 17, 2002

Shock Trauma Air Rescue Service
combined *balance sheets*

December 31, 2001, with comparative figures for 2000

thousands of dollars	2001	2000
Assets		
Current assets:		
Cash	\$ 723	\$ 746
Accounts receivable	623	595
GST receivable	174	11
Deferred expenses (NOTE 3)	361	364
Prepaid expenses	207	108
Helicopter parts and stores inventory	425	343
	2,513	2,167
Investments (NOTE 4)	8,874	8,620
Capital assets (NOTE 5)	12,894	9,023
Licenses	-	16
	24,281	19,826
Liabilities and Fund Balances		
Current liabilities:		
Accounts payable	539	782
Current portion of long-term debt (NOTE 6)	800	750
Deferred revenue (NOTE 3)	162	156
Provision for disposal of Nova Scotia Assets	-	229
	1,501	1,917
Long-term liabilities:		
Long-term debt (NOTE 6)	1,600	-
Fund balances:		
Operating Fund	1,921	1,921
Legacy Fund	3,434	2,241
Helicopter and Equipment Replacement Fund	5,273	5,446
Endowment Fund	20	20
Chain of Survival Fund	38	31
Investment in capital assets	10,494	8,250
	21,180	17,909
Commitments (NOTE 7)	-	-
	\$ 24,281	\$ 19,826

See accompanying notes to combined financial statements.

Approved by the Board:



Art Hironaka, FCA, Director



Doug Martin, CA, Director



Julie Gossen, Director

Shock Trauma Air Rescue Service

combined statements of *operations and fundraising*

Year ended December 31, 2001, with comparative figures for 2000

thousands of dollars	2001	2000
Operations		
Operating Income:		
Alberta Health	\$ 2,630	\$ 2,363
Private insurance	21	35
Other revenue	145	76
Emergency Health Services Nova Scotia	211	906
	3,007	3,380
Operating Expenditures:		
Aviation:		
Helicopters	3,770	2,954
Repatriation	20	31
Medical service	2,844	2,563
Administration	1,394	1,066
Depreciation and amortization	968	713
Goods and services tax	166	124
Medical Service, Nova Scotia	206	746
Administration, Nova Scotia	37	158
Depreciation and Amortization, Nova Scotia	-	7
	9,405	8,362
Deficiency of income over expenditures from operations	\$ (6,398)	\$ (4,982)
Fundraising		
Fundraising Income:		
Fundraising	\$ 5,160	\$ 4,890
Lottery	8,650	8,400
Calendar	2,750	2,330
Interest and investment income	339	589
Fundraising, Nova Scotia	-	9
	16,899	16,218
Fundraising Expenditures:		
Fundraising	1,351	1,212
Lottery	3,478	3,445
Calendar	1,535	1,253
Chain of Survival funding	493	495
Fundraising, Nova Scotia	-	3
Provision for disposal of Nova Scotia assets	(32)	229
	6,825	6,637
Fundraising Administrative Expenditures:		
Administration	1,061	961
Depreciation and amortization	10	8
Goods and services tax	27	31
	1,098	1,000
Excess of income over expenditures from fundraising	8,976	8,581
Combined excess of income over expenditures	\$ 2,578	\$ 3,599

See accompanying notes to combined financial statements.

Shock Trauma Air Rescue Service

combined statements of *changes in fund balances*

Year ended December 31, 2001, with comparative figures for 2000

thousands of dollars	Operating Fund	Legacy Fund	Helicopter & Equipment Replacement Fund	Capital Campaign Fund	Endowment Fund	Chain of Survival Fund	Investment in Capital Assets	Total 2001
2001								
Balance, beginning of year	\$ 1,921	\$ 2,241	\$ 5,446	\$ -	\$ 20	\$ 31	\$ 8,250	\$ 17,909
Combined excess of income over expenditures	4,032	-	-	-	-	(493)	(961)	2,578
Capital campaign contributions				693	-	-	-	693
Interfund transfers	(4,032)	1,193	3,184	(693)	-	500	(152)	-
Purchase of capital assets net of long-term debt	-	-	(2,607)	-	-	-	2,607	-
Repayment of debt	-	-	(750)	-	-	-	750	-
Balance, end of year	\$ 1,921	\$ 3,434	\$ 5,273	\$ -	\$ 20	\$ 38	\$ 10,494	\$ 21,180

thousands of dollars	Operating Fund	Legacy Fund	Helicopter & Equipment Replacement Fund	Capital Campaign Fund	Endowment Fund	Chain of Survival Fund	Investment in Capital Assets	Total 2000
2000								
Balance, beginning of year	\$ 2,120	\$ 1,000	\$ 3,169	\$ -	\$ 20	\$ 26	\$ 6,883	\$ 13,218
Combined excess of income over expenditures	4,828	-	-	-	-	(495)	(734)	3,599
Capital campaign contributions	-	-	-	1,092	-	-	-	1,092
Interfund transfers	(5,027)	1,241	3,875	(741)	-	500	152	-
Purchase of capital assets net of long-term debt	-	-	(848)	-	-	-	848	-
Repayment of debt	-	-	(750)	(351)	-	-	1,101	-
Balance, end of year	\$ 1,921	\$ 2,241	\$ 5,446	\$ -	\$ 20	\$ 31	\$ 8,250	\$ 17,909

See accompanying notes to combined financial statements.

Shock Trauma Air Rescue Service

combined statement of *cash flows*

Year ended December 31, 2001, with comparative figures for 2000

thousands of dollars	2001	2000
Cash provided by (used in):		
Operations		
Excess of income over expenditures	\$ 2,578	\$ 3,599
Items not requiring cash outlay:		
Depreciation and amortization	978	728
Donation of capital assets in Nova Scotia	22	-
Changes in non-cash operating working capital	(511)	489
	3,067	4,816
Financing		
Capital campaign, net	693	1,092
Increase in long-term debt	2,400	-
Repayment of long-term debt	(750)	(1,101)
	2,343	(9)
Investing		
Increase in investments	(254)	(3,865)
Purchase of capital assets	(5,007)	(848)
Changes in non-cash investing working capital	(172)	61
	(5,433)	(4,652)
Net increase (decrease) in cash	(23)	155
Cash, beginning of year	746	591
Cash, end of year	\$ 723	\$ 746

See accompanying notes to combined financial statements.

notes to combined financial statements

Year ended December 31, 2001

1. GENERAL

These combined financial statements represent the combined operations of the Alberta Shock Trauma Air Rescue Service Foundation (the "Foundation"), the Alberta Shock Trauma Air Rescue Society (the "Society"), STARS Aviation Canada Inc. ("Aviation") and Shock Trauma Air Rescue Society (Canada) ("STARS (Canada)"), collectively referred to as "STARS", for the year ended December 31, 2001. Separate Boards of Directors, some Directors being common to more than one Board control the operation of these entities. Transactions and balances between the entities have been eliminated.

The Society, Foundation and STARS (Canada) are non-taxable registered charities pursuant to Section 149 of the Income Tax Act (Canada).

The Society provides highly specialized emergency aeromedical transport to critically ill and injured patients in Alberta and southeastern British Columbia. Fundraising activities in Alberta are conducted through the Foundation. Medical and helicopter revenues for the Society and Aviation, relating to the flying time on missions are received from Alberta Health and Wellness at a government-approved rate. STARS provides medical services to repatriate critically ill and injured patients back to Alberta from around the world. Private insurance companies pay on a fee for use basis for this service. The Society is dependent upon contributions from the Foundation and revenues derived from Alberta Health and Wellness to continue its operations.

Description of funds

The Operating Fund is an unrestricted fund, which accounts for revenues and expenditures related to program delivery and administrative activities.

The Legacy Fund is an internally restricted fund that was created for the purpose of providing funds for future training, education and operations of STARS.

The Helicopter and Equipment Replacement Fund is an internally restricted fund created to provide reserve funding to replace helicopters and equipment.

The Endowment Fund is an externally restricted fund where the principal assets are to be maintained for a minimum of 10 years or to the wishes of the donor. There is no restriction on the earnings from the principal assets provided the revenue is expended in accordance with the objectives of STARS.

The Chain of Survival Fund is an internally restricted fund created for the purpose of providing funding to not-for-profit partners within the Chain of Survival.

The investment in capital assets is the net book value of capital assets less associated debt.

The Capital Campaign Fund is an externally restricted fund, which reports the contributions from the *Seconds Count* Capital Campaign, and the repayment of the long-term debt incurred to purchase the helicopters.

2. SIGNIFICANT ACCOUNTING POLICIES

STARS follows the restricted fund method of accounting for contributions.

(a) Revenue recognition

STARS recognizes unrestricted donations when the amount to be received can be reasonably estimated and ultimate collection is reasonably assured.

Fundraising events for which income has been received and costs incurred prior to the event's completion date have been recorded as deferred revenue and expenses.

Restricted contributions from the Capital Campaign are recognized as revenue in the capital fund in the period received.

(b) Fund transfers

Annually, the STARS Foundation Board of Directors approves a portion of net funds from the lottery be designated to the Chain of Survival Fund. Annual operating surpluses, if any, are allocated as follows:

The first \$500,000 of combined excess of revenue over expenditures is to be allocated to the Helicopter and Equipment Replacement Fund. The second \$500,000 of combined excess of revenue over expenditures is to be allocated to the Legacy Fund. Any amounts in excess of this amount are allocated to the Helicopter and Equipment Replacement Fund.

Contributions from the Capital Campaign in excess of \$6 million, over the life of the campaign, are allocated to the Legacy Fund.

(c) Investments

Investments are recorded at cost. Donated securities, if any, are recorded at market value on the date of donations. Investments are recorded to reflect declines in value, which are other than

temporary. Gains and losses on the sale of investments are credited or charged to operations.

(d) Capital assets

STARS provides for depreciation and amortization over the estimated useful life of its assets on a straight line basis to the estimated salvage or residual value as follows:

	Years
Helicopters	20
Other equipment	2 to 5
Licenses	5

(e) Donations in kind and donated services and materials

Donations in kind are recorded at fair market value only when fair market value can be reasonably estimated and when the donated materials or services would normally otherwise be purchased and paid for by STARS. Volunteers contribute substantial donated time and services throughout the year to assist STARS in carrying out its service delivery activities. Because of the difficulty of determining fair market value of these donated services, they are not recorded in these financial statements.

3. DEFERRED REVENUE AND EXPENSES

thousands of dollars	2001	2000
Deferred lottery expenses	\$ 342	\$ 299
Deferred PSAC expenses	19	27
Deferred foreign exchange loss	-	38
	361	364
Deferred PSAC revenue	(162)	(156)
Net	\$ 199	\$ 208

4. INVESTMENTS

Investments are recorded at cost and are comprised as follows:

thousands of dollars	2001	2000
Equity, bond and money market funds, US commercial paper	\$ 8,874	\$ 8,620

The majority of investments are professionally managed under pooled portfolio management service agreements. The long-term investment strategy is to establish a mixture of debt and equity income bearing investments, with the primary objective of capital preservation and earning investment income. The investments are recorded at cost, which approximates market value.

5. CAPITAL ASSETS

thousands of dollars			2001	2000
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Alberta				
Helicopters	\$ 12,604	\$ 1,801	\$ 10,803	\$ 7,720
Medical equipment	481	440	41	12
Office equipment	841	423	418	286
Aircraft equipment	397	125	272	89
Computer equipment and software	869	542	327	330
Leasehold improvements	501	376	125	85
Human Patient Simulator	510	164	346	196
HPS – Mobile Unit	187	94	93	131
Deposit on tiltrotor	-	-	-	152
Deposit on AB139	469	-	469	-
Nova Scotia equipment	-	-	-	22
	\$ 16,859	\$ 3,965	\$ 12,894	\$ 9,023

In 2001, STARS paid \$469,000 on two fully-refundable options in the production queue with Agusta Bell on two AB139 helicopters. A deposit at this time allows the STARS Board and management to strategically and comprehensively review the value of this aircraft in STARS' operation. A second deposit on the AB139s of US\$700,000 is due in April of 2002. A third deposit of US\$500,000 is due 15 months prior to delivery of the first helicopter. This deposit could be requested by Agusta Bell as early as December 2002. This agreement may be terminated by either party before the third deposit or 15 months prior to the projected delivery date.

In 1999, STARS paid a \$152,000 fully-refundable option in the production queue with Bell Agusta on a tiltrotor aircraft. This program was significantly delayed by Bell Agusta and STARS has received a refund of this deposit. As at December 31, 2001, the deposit has been reclassified from Capital Assets to Accounts Receivable and non-cash operating working capital on the Combined Statement of Cash Flow has been adjusted accordingly.

notes to combined financial statements

Year ended December 31, 2001

6. LONG-TERM DEBT

thousands of dollars	2001	2000
Relating to 2001 purchase of fourth helicopter:		
Fixed rate term loan agreement, secured by the helicopter, with interest paid monthly. Principal repayment is due on maturity of each agreement from operating funds. Maturity dates and fixed term interest rates are:		
June 1, 2002 5.57%	\$ 800	
June 1, 2003 5.57%	800	
June 1, 2004 5.57%	800	
Relating to 1998 purchase of third helicopter:		
Fixed rate term loan agreement, secured by the helicopter, with interest paid monthly. Principal repayment is due on maturity of each agreement from operating funds. Maturity dates and fixed term interest rates are:		
March 5, 2001 6.47%		\$ 750
	2,400	750
Less current portion	800	750
	\$ 1,600	\$ 0

In 2001, Aviation helicopter expenses included interest paid of \$70,000 (2000 – \$57,000) relating to long-term debt.

STARS has a line of credit of up to \$100,000 due on demand and bearing interest at prime plus one per cent. At December 31, 2001, STARS had not drawn upon its line of credit.

7. LEASE OBLIGATIONS AND COMMITMENTS

STARS has obligations for future annual office lease payments as follows:

2002	\$ 417
2003	417
2004	147

8. STARS NOVA SCOTIA

STARS (Canada) operated as STARS Nova Scotia in Nova Scotia and was under a Program Management Services Agreement with Emergency Health Services Nova Scotia ("EHSNS"). Under the Agreement, STARS (Canada) provided management for the air medical program and monitored the aviation services for EHSNS.

STARS (Canada) and EHSNS mutually agreed that management of the Nova Scotia Air Medical Transport Program would be assumed by EHSNS. The management of the Air Medical Transport Program was transferred to EHSNS in February of 2001. Medical equipment with a book value of \$22,000 as of December 31, 2000 used in the program was donated to EHSNS. The major donor of the STARS Nova Scotia program directed the remaining net cash assets of \$168,000 to the Human Patient Simulator Program in Alberta.

The net assets held by STARS Nova Scotia at December 31, 2000 were as follows:

Balance Sheet	2000
Cash	\$ 159
Accounts Receivable	91
GST receivable	1
Capital assets	22
Helicopter parts and store inventory	8
Total Assets	281
Accounts Payable	52
Provision for disposal of assets	229
Total Liabilities	\$ 281

9. COMPARATIVE FIGURES

Certain items in the comparative combined financial statements have been reclassified from statements previously presented to conform to the presentation of the 2001 combined financial statements.

corporate information

STARS LEADERSHIP TEAM

D. Gregory Powell, MD FRCPC
CEO, Society
CEO, Foundation
CEO, STARS (Canada)

Murray J. Malley, MIM, CA
CFO, Society
CFO, Foundation
CFO & Treasurer, STARS (Canada)

Joan V. Black, CFRE
Senior Manager, Foundation

Kenneth C.L. King, EMT-P, BCOMM
Senior Manager, Communications & Special Projects, Society

JN Armstrong, MD FRCPC ATPLH ATPL
Senior Manager, Aviation, Society Operations Manager

Michael J. Betzner, MD FRCPC
Senior Medical Director, Calgary Base

Arun Abbi, MD FRCPC
Associate Medical Director, Calgary Base

Joe Acker, AHT, EMT-P
General Base Manager, Edmonton Base

John Belanger, CGA
Controller

Herman Borkent, MD CCFP
Medical Director, Edmonton Base

Greg Cars
Aviation Base Manager, Edmonton Base

Jim Davidson, MB CHN FRCS (ED)
Associate Medical Director, Edmonton Base
Retired December 31, 2001

Barry Ellis, MD, CCFP (EM)
Associate Medical Director, Edmonton Base
Appointed December 1, 2001

Butch Hogan, AME
Director of Maintenance

Mike R. Lamacchia, EMT-P
HPS/Outreach Manager

Marcel Podlosky
Fund Development Manager, Edmonton Base
Retired December 2001

Linda J. Powell, B.Sc.PT
Executive Administrator & Assistant to the Board of Directors

Lance Stephenson, EMT-P, M.E.M.
Medical Base Manager, Calgary Base

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Calgary, Alberta

BANKERS

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Calgary, Alberta

Royal Bank of Canada
Calgary, Alberta
Halifax, Nova Scotia

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Fraser Milner Casgrain LLP
Graycon Group Ltd.
Helios Environmental Service Group (MBNR Division)
McKay-Carey & Company

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