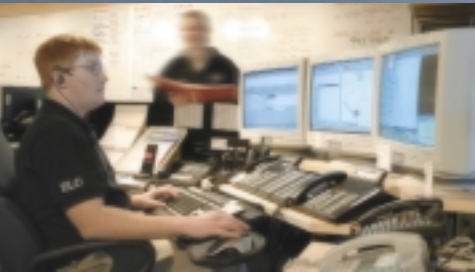




STRENGTH OF  
**COMMUNICATION**



Critical Care Line®  
Physician Specialists  
Provincial Flight Coordination Centre  
Rapid Access Line  
Secondary Public Safety Access Point (S-PSAP 911)  
STARS Emergency Link Centre®

STRENGTH OF  
**CARE**



Alberta Health and Wellness  
Emergency Medical Services  
Fire Services  
First Responders  
Ground and Air Ambulance  
Medical Providers and Flight Crews  
RCMP and Police Services  
Regional Health Authorities  
Search and Rescue Organizations  
Secondary Public Safety Access Point (S-PSAP 911)



STRENGTH OF  
**PARTICIPATION**



Community  
Crew and Staff  
Volunteer Board of Directors  
Volunteers



STRENGTH OF  
**SUPPORT**



Alberta Health and Wellness  
Businesses  
Corporations  
Foundations  
Individuals  
Industry  
Service Clubs and Organizations



5

## STRENGTH OF **COMMITMENT**



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

## STRENGTH OF **VISION**

Saving lives through partnership, innovation and leadership

## STRENGTH OF **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.

6



J. D. Hole

D. Gregory Powell

W. Michael M. Honey

## MESSAGE TO STAKEHOLDERS

Finding the patient quickly, getting to the patient quickly and providing tertiary care for the critically ill or injured patient – in the simplest of terms, this is what STARS has always been about since we carried out our first mission in 1985.

Since 1985, the familiar red STARS helicopter has become a symbol of the provision of care to someone in critical need – in need of a higher level of care in a larger centre due to critical medical illness or trauma. Access to this level of care has become a primary issue in our current health care environment. Certainly, distance and time are the two key challenges we face in providing this access, especially in remote recreation and industrial areas, congested traffic areas and highways.

While patient care and transport remains STARS' primary goal, we have grown over the years to encompass many different elements of pre-hospital care that enhance the service we provide, such as education, research and communication.

The STARS Human Patient Simulator Program continues to expand its service, providing a team-based approach to virtual clinical skills training throughout western Canada. This program is now becoming involved in research into medical error rate reduction – a significant emerging issue across all of western medicine.

In all our efforts, safety remains paramount. Significant resources are dedicated to the many considerations we make to ensure the safety of our patients, personnel and partners. Safety audits, Safety Day Exercises, Commission on Accreditation of Medical Transport Systems certification, implementation of the first Canadian civilian Night Vision Goggle Program and ongoing quality assurance programs are key elements of our proven safety track record. Our commitment to safety was acknowledged in November 2003 when American Eurocopter recognized STARS for reaching the milestone of 10,000 accident-free missions.

The STARS Emergency Link Centre (ELC) is vital in responding to the patient and providing a resource in the event of an emergency. Key components of the service include registration of remote locations to facilitate rapid emergency response, coordination of simultaneous communication between all caregivers involved in a patient's care, and mission control and tracking integrated with aviation safety procedures.

One of the cornerstones of STARS' ability to carry out so many activities safely and successfully lies in the support of the many relationships we have built over the years – from Alberta Health and Wellness, to our emergency partners in the Chain of Survival, to our donors and volunteers. These alliances help us provide excellence in seamless patient care from the first call, throughout the medical treatment and transport to tertiary care hospital – all essential to carrying out the mission.

The STARS Foundation, our fundraising arm, is committed to supporting the initiatives and service provided by STARS. The support, commitment and passion shown by the community is tremendous and speaks solidly to the recognized need for the health safety net offered in our communities through rapid transport and air medical care.

From 1985 to the present, STARS has carried out more than 11,000 missions. We all hope the need will decrease and, in fact, in 2003, the trauma statistics have shown a trend toward improvement in some areas.

In the future, many technological advancements will contribute positively to our ability to provide the best care possible. On the medical side, we have seen the development of advancements such as telehealth medical conferencing systems and airborne ultrasound equipment. We are sure to see increasing incorporation of this technology in the airborne environment in the future.

There are also developments on the aviation side, in particular, faster, larger, de-icing equipped helicopters. These would increase the capability of responding in inclement weather, of easily caring for two patients simultaneously and of covering a larger geographic area. There will be opportunity in the future to incorporate some of these new technologies to enhance our mission response.

One of the recommendations of the Premier's Advisory Council on Health is to "encourage an innovative blend of public, private and not-for-profit organizations and facilities to deliver health care services". STARS is a volunteer-supported organization that adheres to the principle that in partnership and collaboration we can all provide the best possible care to those in need.

### **Saving lives through partnership, innovation and leadership**

Our sincere thanks to everyone who has partnered and contributed to STARS. Your support has allowed us to be effective in the Chain of Survival.

J. D. Hole - Chairman  
Alberta Shock Trauma Air Rescue Society

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

W. Michael M. Honey - Chairman  
Alberta Shock Trauma Air Rescue Service Foundation

## HIGHLIGHTS AND ACCOMPLISHMENTS

- In 2003, STARS Calgary and Edmonton flew a total of 1,063 missions in Alberta and southeastern British Columbia to provide care and transport to the critically ill and injured.
- Since 1985, STARS has flown a total of 11,171 missions to December 31, 2003.
- Safety is of highest priority for STARS and we are proud of our safety record. In 2003, STARS flew 1,501 accident-free hours, bringing the total hours since 1985 to 16,427 hours. STARS was recognized by American Eurocopter for reaching the 10,000 accident-free missions milestone.
- The STARS Emergency Link Centre continued to meet increasing demand for its services and saw a significant increase again this year in the number of industry site registrations. During the peak season, the ELC provides registration services for approximately 1,400 sites daily.
- The STARS Human Patient Simulator Program continued to travel and train rural and urban medical providers. In 2003, the HPS Program visited 25 communities and provided 95 days of training for more than 950 individuals.
- The STARS Outreach team continued to provide education and training programs to rural and urban medical and emergency service personnel to enhance the effectiveness of the Chain of Survival. In 2003, 68 outreach training sessions took place in Alberta and British Columbia.
- In July and August, STARS responded to requests from the communities of Lethbridge and Kamloops by flying into each area for a 10-day outreach and awareness project. The outreaches increased awareness and understanding of the STARS program and the value of rapid air medical transport in providing tertiary level care to the critically ill and injured.
- In December, we flew our first mission utilizing Night Vision Goggle (NVG) Technology, carrying a patient from southeastern Alberta to Calgary. The STARS NVG Program has been in evolution for four years and its December 2003 implementation marked the first civilian air carrier use ever in Canada. Completion of phase two of the NVG program, anticipated in 2005, will enable us to carry out missions in mountainous areas at night.
- More than 105,000 calendars were sold through the annual STARS Calendar Campaign, raising a net of \$1.4 million.
- Community support for STARS' 10th Annual Lottery, launched in January 2003, was once again strong, raising a net of \$7.3 million to help cover the costs of operations, equipment, helicopter maintenance, education and training, and to support the STARS Chain of Survival Fund.
- The STARS Chain of Survival Fund provided \$482,000 to 78 emergency service providers for medical equipment and training. Since this annual program began in 1999, the fund has distributed more than \$2.2 million in grants to 381 organizations. Through provision of this funding, STARS has assisted in strengthening the Chain of Survival for the critically ill and injured.
- Volunteers contributed an outstanding 11,800 hours of time, enthusiasm and energy to the STARS program, participating in many roles such as directors on our governance boards and committees and providing valuable assistance at special events, public presentations and by providing administrative support and representation in the community as ambassadors of STARS.
- Ongoing research studies have continued with data collection phase completion in 2003. Review and publication of two projects is expected in 2004.



### Collision with moose traps driver August 9, 2003

Glory Yorgason and her husband, Melvin, were travelling to their home near Sherwood Park after spending an evening with their daughter who lived in Tofield. Suddenly, a moose darted out from in front of the oncoming traffic on the two-lane highway, right in front of their vehicle. Glory somehow managed to pull the crumpled vehicle onto the shoulder of the road as a passerby stopped and called 9-1-1 for assistance.

Local paramedics had Melvin transported to hospital by ambulance, while the fire department worked to cut Glory out of the car. Because of the long extrication, STARS was called to fly Glory to the Royal Alexandra Hospital.

Glory made a remarkable recovery, and was back at work two weeks after the accident. She has virtually no lasting effects from the head injury and, through physiotherapy, has regained nearly full use of her wrist.

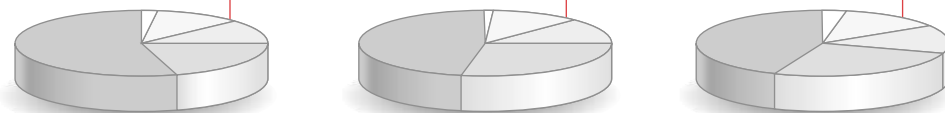
Emergency physicians in the trauma unit treated her for a head injury, lacerations and crushed left wrist. Glory spent two days in the Intensive Care Unit and another three days in hospital before being released.

**STARS Mission Team: Jeff Austin, Brenda Barr, Claire Crawford, Jon Gogan, Dr. Curtis Rabuka, Andre Rioux.**



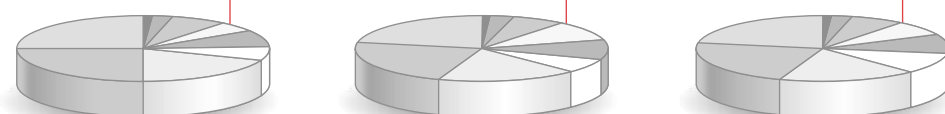
## STARS FINANCIAL HIGHLIGHTS

	2003		2002		2001	
	\$000	%	\$000	%	\$000	%
<b>Gross revenues</b>						
Investment and other	384	2%	211	1%	505	3%
Alberta Health and Wellness	2,484	11%	2,381	12%	2,630	13%
Calendar	2,636	12%	2,623	13%	2,750	14%
Donations and Fundraising	4,467	20%	5,435	28%	5,160	26%
Lottery	11,862	54%	9,088	47%	8,650	44%
<b>TOTAL</b>	<b>21,833</b>	<b>100%</b>	<b>19,738</b>	<b>100%</b>	<b>19,695</b>	<b>100%</b>



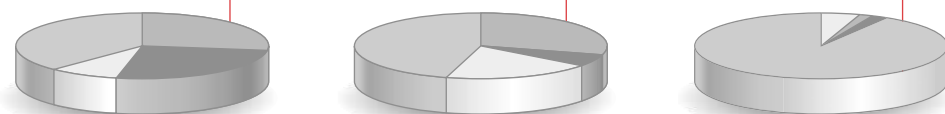
### Operating Expenditures

	2003		2002		2001	
	\$000	%	\$000	%	\$000	%
GST and other	135	1%	193	1%	193	1%
Chain of Survival Fund	482	3%	523	3%	493	3%
Fundraising Administration	1,313	7%	1,244	7%	1,061	7%
Donations and Fundraising	985	5%	1,595	10%	1,351	8%
Administration	1,646	9%	1,568	9%	1,394	9%
Calendar Supplies and Admin	1,153	6%	1,237	7%	1,535	9%
Medical	3,525	19%	3,043	18%	2,844	18%
Lottery Prizes and Admin	4,549	25%	3,704	23%	3,478	22%
Aviation	4,522	25%	3,610	22%	3,790	23%
<b>TOTAL</b>	<b>18,310</b>	<b>100%</b>	<b>16,717</b>	<b>100%</b>	<b>16,139</b>	<b>100%</b>



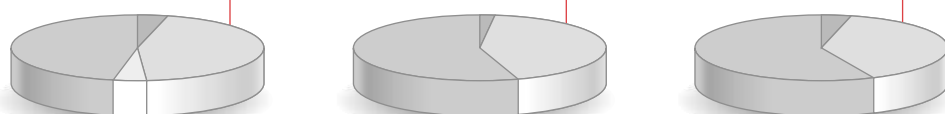
### Capital

	2003		2002		2001	
	\$000	%	\$000	%	\$000	%
Helicopters and NVG	223	36%	624	46%	4,558	91%
Medical and HPS	59	9%	265	19%	85	2%
STARS Emergency Link Centre	166	27%	88	6%	105	2%
Office/infrastructure	175	28%	399	29%	259	5%
<b>TOTAL</b>	<b>623</b>	<b>100%</b>	<b>1,376</b>	<b>100%</b>	<b>5,007</b>	<b>100%</b>



### Net Assets

	2003		2002		2001	
	\$000	%	\$000	%	\$000	%
Net Working Capital	1,050	4%	494	2%	1,012	4%
Investments	11,951	45%	10,386	43%	8,874	39%
VCC Fund	1,102	4%	-	0%	-	0%
Capital Assets	12,422	47%	13,124	55%	12,894	57%
<b>TOTAL</b>	<b>26,525</b>	<b>100%</b>	<b>24,004</b>	<b>100%</b>	<b>22,780</b>	<b>100%</b>



### Financial Summary (\$000s)

	2003	2002	2001
Gross revenues	21,833	19,738	19,635
Net income	2,199	1,875	2,578
Operating expenditures	18,310	16,717	16,139
Capital expenditures	623	1,376	5,007
Capital assets (at cost)	18,858	18,235	16,859
Investments (at cost), including VCC	13,053	10,386	8,874
Long-term debt	-	800	1,600

### Mission Summary

	2003	2002	2001
Number of missions	1,063	1,115	1,243
Hours flown	1,501	1,395	1,741
Communities served	160	161	167
HPS training days	95	77	78
ELC peak industry site registrations	1,400	1,100	300
Volunteer hours contributed	11,800	10,000	9,300



## THE MISSION

For 18 years, critically ill and injured Albertans have relied on the dedication of STARS to provide a safe, rapid, and highly specialized emergency medical care and transport system. We work with our partners in the Chain of Survival to ensure the best possible outcome for our patients – and, ultimately, to save lives.

### REFLECTING ON THE MISSION

In 2003, STARS flew a total of 1,063 missions in Alberta and southeastern British Columbia. This includes 501 missions by the Calgary base and 562 missions by the Edmonton base. Since 1985, STARS has flown a total of 11,171 missions to December 31, 2003.

### CREWS

By being on call at each base 24 hours a day, seven days a week, STARS crews are optimized and ready for quick deployment. Our crew can be in the air less than 10 minutes from the time of dispatch, fully equipped to quickly and efficiently care for and transport patients to a higher level of care.

Each crew includes a critical care or emergency nurse, advanced life support paramedic, referral emergency physician, pilot and co-pilot. The physician provides online medical supervision and control through every mission and accompanies patients on the helicopter for approximately 40 per cent of the missions.

Paramedics and nurses are employed in hospitals or with urban 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

When seconds count and the mission is critical, timely and accurate information sharing is vital. The STARS Emergency Link Centre (ELC), an advanced 24-hour communications centre, was established at the request of the oil and gas industry to help facilitate emergency medical response to remote sites. The ELC supports industry by registering the location, activities and available emergency services for such sites to ensure the most rapid response possible should an emergency arise. Over the past three years, there has been a steady increase in industry site registrations. This number now reaches up to 1,400 sites per day during peak periods.

Registering a site with the ELC assists industry in its compliance with new Workplace Health and Safety Guidelines. Once registered, there is no need to call local emergency services to obtain or confirm their telephone numbers. However, registration does not replace the Workplace Health and Safety requirement for a Transportation Plan.

The ELC also expedites our missions by coordinating emergency medical referral, advice and transportation with our partners such as the Provincial Flight Coordination Centre.

Versatile, integrated technology allows communications specialists to link multiple callers when an emergency call comes in through STARS' one-number call system. This immediate connection of medical advice and referral determines the most appropriate medical response in an efficient, timely manner, when precious seconds can mean everything. Once the helicopters are in the air, the ELC continues to monitor mission status & flight tracking.

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. GIS mapping is available and undergoing further development.

Supported in part by the energy and telecommunications industries, the ELC is a crucial element in STARS' rapid response times.

### FLEET

The fleet, operated through STARS Aviation Canada Inc., consists of four helicopters. STAR-1 and STAR-3 are the primary helicopters in Calgary and Edmonton. STAR-2 is the back-up helicopter put into use when one of the primary aircraft is out of service during maintenance or repair. STAR-4 is the support aircraft, also providing back-up coverage and additionally playing a significant role in training, community outreach events and as a source of aircraft parts for repair of the primary helicopters.

All STARS helicopters are Eurocopter BK117 models, a durable aircraft well suited to the mission. Boasting high performance, instrument flight capability and rear clamshell doors for easy patient transfer, the BK117 is highly adaptable and ideally suited to air ambulance duties.

Since 1985, we have seen the program extend its reach to over 90 per cent of Alberta's population and to communities in southeastern British Columbia.

### ACCREDITATION

Since 1998, STARS has held full accreditation as a critical care provider from the Commission on Accreditation of Medical Transport Systems – the first international air medical program and the first ever Canadian program to achieve this distinction. Six service excellence awards from organizations such as the RMCP and American Eurocopter further speak to STARS' commitment to the communities we serve.

## EDUCATION AND RESEARCH

In order to maintain the standards of excellence we've achieved over the past 18 years, we are committed to providing continuing education and professional development for all personnel. STARS crews receive ongoing high-skills training to ensure they are equipped with the most recent medical and emergency response knowledge. We continually research industry to track the major advances made in both aviation technology and medicine, and impart these advances to our personnel and our operations and others in the Chain of Survival.

### STARS HUMAN PATIENT SIMULATOR PROGRAM

An important aspect of the Chain of Survival is to ensure all partners receive regular opportunities to test their skills and knowledge for the critical moments when decisions could save lives. 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, harnessing the experience into standard "best practices" that will benefit people far and wide. The HPS mannequin simulates complex medical and trauma situations so medical professionals can practice and refine their emergency response skills over and over.

The simulator is installed in a large motorhome that travels to health care centres, eliminating the barriers of distance from teaching centres. In 2003, the HPS program travelled to 25 communities and provided 95 days of training to more than 950 individuals. STARS is committed to expanding the reach of HPS within the community by purchasing an additional vehicle and increasing our staff. The program is the first mobile program of its kind in North America.

### STARS OUTREACH PROGRAM

A helicopter aeromedical response requires a prepared ground crew. All the links in the Chain of Survival – police, fire, emergency medical service, nurses and physicians – must be well-briefed to ensure the mission's effectiveness. 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 to provide the best possible patient care and transport. In 2003, STARS provided 68 outreach training sessions to 62 different community groups.

### RESEARCH

We embrace change and the opportunity it presents to stay on the leading edge, to remain challenged, to grow and to be our best so that we can continue to respond, with excellence, to the needs of the people we serve. As part of our commitment to the growth of knowledge and skills, we participate in research efforts to evaluate programs and equipment – and ultimately 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:

- A clinical "best practices" program that draws from the experience of more than 11,000 accident-free missions is ongoing. The program will take into account both medical and aviation approaches in developing a "best practices" model in pre-hospital care.
- Data analysis is now underway from a study of medical interventions and modes of transport and the related impact on patient outcomes. The study includes evaluation of a patient mission triage tool for helicopter transport of rural trauma patients. This project is being carried out through a partnership with the University of Calgary with funding provided by Alberta Health and Wellness and STARS.
- A report is being finalized on the results of a study measuring the effectiveness of the Human Patient Simulator as an emergency medical training tool against other more traditional methods.



## 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 through equipment and training grants to qualified applicants.

### 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.

The current system is gradually being devolved to the Health Region structure by Alberta Health and Wellness.

Currently, funds are provided by Alberta Health and Wellness on a contractual basis to each air ambulance provider and each medical crew. We have a contract for a portion of our funding for the STARS helicopters flying time, stand-by and medical crew.

The STARS program is dependent upon funds raised by the STARS Foundation and the revenues from government 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 provision of rotary wing air ambulance service and emergency response coordination offers unique benefits for business. In turn, these relationships often provide STARS with access to technologies and advancements not otherwise accessible.

### DONORS

The ongoing commitment of our donors to STARS is very much respected and appreciated. This support assists not only with our mission activity related to patient care and transport, but also with the research and educational projects we undertake as we strive toward excellence in all areas of the STARS program.

These gifts to STARS are tremendously appreciated and have contributed greatly to STARS and its efforts to provide the best in care for the critically ill and injured.

### 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 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, forward thinking and commitment of these dedicated individuals are truly unique and have been key in the development of the organization to where it is today.

### Chain of Survival comes to aid of traveller August 3, 2003



Larry Hunt and his wife, Sharon, were travelling from their home in Moose Jaw, Saskatchewan for a business meeting in Barrhead. Suddenly, their car hit a patch of black ice and swerved sideways directly into the path of an oncoming vehicle. Larry's side of the car took the direct impact of the highway-speed accident, trapping him.

When local emergency crews arrived, they cut Larry from the car and transferred him by ambulance to Barrhead Hospital. While his wife's injuries were less severe, Larry was critically injured and STARS was called. When the STARS crew arrived, his blood pressure was dangerously low, he was having difficulty breathing and had suffered a severe head injury and multiple fractures to his left leg.

STARS transported Larry to the University of Alberta Hospital where he underwent surgeries to remove a blood clot on the brain and to repair his badly broken leg.

After 37 days in hospital and close to six months of rehabilitation therapy, Larry was back at work.

"Each group, the Barrhead ambulance and hospital medical professionals, the STARS crew, and the trauma team, nurses and surgeons at the University Hospital all played a role in my survival and I am forever grateful. Thank you and God bless everyone involved in the Chain of Survival."

**STARS Mission Team: Joe Acker, Kathy Bartlett, Dr. Kevin Foster, Roy Phillips, Dave Spence, Scott Young.**



## STRATEGIC DIRECTIONS

STARS actively promotes partnership and innovation in the provision of care to the critically ill and injured. Key to the future is the need to address access to pre-hospital critical care services and delivery and sustainability of these services within an environment of increasing demand on all health care resources.

We are particularly grateful for the relationships we have with the Chain of Survival, the government, business, our community, donors and volunteers. In the delivery of excellence in care, education and research the evaluation of best practices and outcomes are very important. The ultimate beneficiary of these affiliations, expertise and collaboration is the patient.

### SERVICE – Meeting the needs of critically ill or injured people

- Provide services more effectively and efficiently through investigation of new technologies, both in medical and aviation arenas, including new technology helicopters with de-icing capabilities for poor weather flight, greater geographic range and increased patient capacity, and an expanded Night Vision Goggle Program allowing night flight into mountainous terrain.
- Support an increasingly collaborative environment between all areas of health care delivery, better linking the onset of an illness or injury to ultimate tertiary care.
- Meet the increasing demand for services provided by the STARS Emergency Link Centre through continued collaboration with industry and selective use of new technologies.
- Strategically evaluate opportunities to facilitate the provision of a STARS-modelled service in other jurisdictions, in response to a number of requests in Western Canada.

### EDUCATION – Providing opportunities for growth in knowledge and skills

- Continue expansion of the STARS Outreach Program to involve a greater number of individuals and communities with training in landing zone preparation, patient preparation and weather observation.
- Expand the STARS Human Patient Simulator Program with the addition of a second mobile unit for on-site community training, thereby nearly doubling our capacity to meet the high demand for critical care simulation education.
- Continue providing funding opportunities for our emergency service partners in the community to meet their training and equipment needs through the STARS Chain of Survival Fund.

### RESEARCH – Evaluating methods to enhance efforts of the Chain of Survival

- Evaluate the potential of earlier, faster response criteria to enhance critical care response time.
- Examine options to provide care in innovative new forms; for example, bringing more advanced tertiary teams and specialist physicians to the patients instead of moving patients from their communities.
- Increase our involvement in medical error rate reduction research through use of the Human Patient Simulator Program combined with the Aviation Simulator Program.

### STARS FOUNDATION – Partnering with the community to support our life saving mission

- Clearly demonstrate to donors how their gifts make a measurable difference in the community.
- Increase information and knowledge available to donors who may have an interest in leaving a legacy to STARS through a planned gift.
- Continue current programs to support STARS' vision, mission and patient care initiatives.
- Develop additional opportunities for the community to support specific identified needs such as aircraft replacement and enhancement and the expansion of STARS Human Patient Simulator Program, STARS Emergency Link Centre and STARS Outreach Program.
- Develop partnerships with the community that address their specific interests and will maximize their financial, tax and estate planning benefits.
- Launch a fundraising campaign in support of aircraft needs and educational initiatives.
- Increase and expand our community recognition program to ensure appropriate acknowledgement of the long-term philanthropic support of our donors.
- Continue to maintain a low administrative cost for our fundraising initiatives.



#### Critically ill baby rushed to Calgary September 9, 2003

Stacy McClelland thought her 11-month-old son Cody had the flu when he lost his appetite, was lethargic and had a slight fever. But, when the baby began having bloody diarrhea she and her husband, Derrick, rushed him to Taber Hospital. Recognizing the potential seriousness of his condition, physicians sent them to the larger Lethbridge Regional Hospital.

There Cody was given IV fluids while physicians continued to examine him for the cause of his illness. They soon diagnosed that he had contracted E.coli and his condition continued to deteriorate. STARS was called to provide rapid transport with care provided by an Alberta Children's Hospital Pediatric Intensive Care Unit Team and a STARS flight nurse.

Later that night, as the baby's kidneys began to fail, he was taken into surgery and began dialysis. He was also put on a respirator to help alleviate the difficulty he was having breathing because of the amount of fluid in his lungs.

Cody spent another week in the Intensive Care Unit until his condition stabilized. He continued with dialysis treatment for another month in the hospital.

Now at home with his relieved parents, Cody has regained 40 per cent kidney function, but must continue to take a number of different medications. His condition will be closely monitored as he grows to ensure he recovers fully.

His parents along with four-year-old sister, Jocelyn, say they keep thinking positive thoughts and enjoy every minute with Cody as he grows.

**STARS Mission Team: Mark Bertie, Claire Crawford, Greg Curtis, Kevin Hatch, Jo-Ann Hnatiuk, Curtis Oviatt, Dr. Lance Shepherd.**





## COMMUNITY SUPPORT

EXTERNAL EVENTS RAISING IN EXCESS OF \$1,000 IN 2003

- |   |  |  |
|---|--|--|
| 7-Eleven Canada Coin Boxes                | Greenshields 4-H Beef Club               | STARS Gala                               |
| Acklands Grainger Inc. Helping Hands      | Hanna Indoor Rodeo Association           | Stony Plain Hotel                        |
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| ATB STARS Invitational Golf Tournament    | Hop-On for STARS & Rotary Bike Ride      | Sutton Group Polar Bear Dip              |
| ATB/STARS Event                           | Imperial Oil Resources Safety            | Sutton Real Estate Invitational          |
| Athabasca STARS Golf Classic              | Observation Program                      | Golf Tournament                          |
| Banff Spring Golf Club - Men's Division   | Innisfail RCMP Ladies Night Out          | Swing for the STARS                      |
| Bank of Montreal, Fountain of Hope        | J & L Supply Co. Ltd. Golf Tournament    | Sofball Tournament for Charity           |
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| Sunshine Carnival                         | St. Michael Community & District         |  |
| Glennifer Lake Resort & Country Club      | Agricultural Society Auction             |  |
| Golf Tournament                           | Standard Lions Club Fundraising Supper   |  |



**Nursing student focus of emergency response** December 20, 2002

Megan Barry was going to visit relatives in Calgary for Christmas break from her nursing studies at the University of Alberta when the vehicle she was riding in hit a semi-trailer truck parked on the side of the highway near Lacombe.

A nurse driving behind them stopped to help and called 9-1-1. RCMP, fire and ambulance personnel were quickly on scene and Megan was rushed to Lacombe Hospital. The physician there suspected she had a serious head injury and called STARS to transport Megan to Foothills Medical Centre in Calgary.

Physicians at Foothills determined Megan suffered injuries including a broken femur, a brain injury and a lacerated eyelid. She underwent emergency surgery to place a steel rod in her femur and spent a further month in hospital for treatment of weakness on the left side of her body as a result of the brain trauma.

Upon release from Foothills, Megan returned to Edmonton's Glenrose Rehabilitation Hospital and, when she was released three weeks later, she was walking on her own.

Although she missed one semester of university, she is now back at her studies. "Everyone said I recovered very well and very quickly for the seriousness of my injuries – I have many people to thank for that."

**STARS Mission Team: Steve Curilla, Dean Ferguson, Clint Marble, Curtis Oviatt, Referral Emergency Physician, Lance Stephenson, Mary-Lou Tourigny.**

**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 Alberta Shock Trauma Air Rescue Society.

Following is a list of donors who have made a gift of \$500 or more in the period January 1, 2003 to December 31, 2003. 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 2003.

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Contributions made in the period January 1, 2003 to December 31, 2003 will place a donor in the appropriate cumulative category. If you prefer not to be listed, please contact our Donations Department at 403-295-1811.

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Zig Zag Food & Deli  
Shannon Zwicker and Josh Ramsbottom

#### Commemorative Tributes

The STARS Foundation gratefully acknowledge contributions made by individuals who wished to leave a legacy in their will or through their life insurance. These funds are now helping to support the ongoing operations of STARS.

Lawrence W. Chevalier  
Dorothy Edwards  
J.F. Frisken  
Evelyn R. Kimmitt  
Paul Kunz  
Edward Loft  
Freda Patzer  
William A. Simpson  
Mietza Standish  
Deloraine Stewart  
Laurence Stout  
Agnes Venzi  
Louise White  
Gordon Zawick  
Mary Zawick

Contributions made in the period January 1, 2003 to December 31, 2003 will place a donor in the appropriate cumulative category.

We make every effort to ensure our donors and their valued gifts are properly recognized. At STARS, we adhere to current Privacy Legislation and Fair Information Practices. Please refer to our website at [www.stars.ca](http://www.stars.ca) to view STARS Privacy Policy.

If we have made an error with your information on any of these pages, or if you prefer not to be listed in the future, please contact our Donations Department at 403-295-1811.

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# Management Discussion and Analysis – 2003

## Highlights



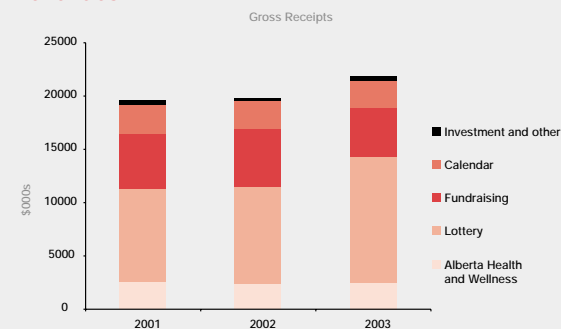
We are pleased to present the financial results for the 2003 fiscal year. These results demonstrate the continued strong financial commitment to STARS from all aspects of our society including individuals, communities, the corporate sector and government.

With your help, during 2003 STARS:

- Flew 1,063 missions to 160 communities in Alberta and into southeast British Columbia, provided 95 training days through our Human Patient Simulator program and substantially increased call volumes in our Emergency Link Centre;
- Sold out a larger lottery for net proceeds of \$7.3 million;
- Initiated the Vision Critical Capital Campaign with the goal of financing the acquisition of two longer-range, all weather helicopters and a new centre for education and research; net contributions totaled \$1.1 million by year-end;
- Contributed \$482,000 to emergency service providers in the Chain of Survival;
- Realized combined excess of revenues over expenditures of \$2.2 million to carryover against future needs.

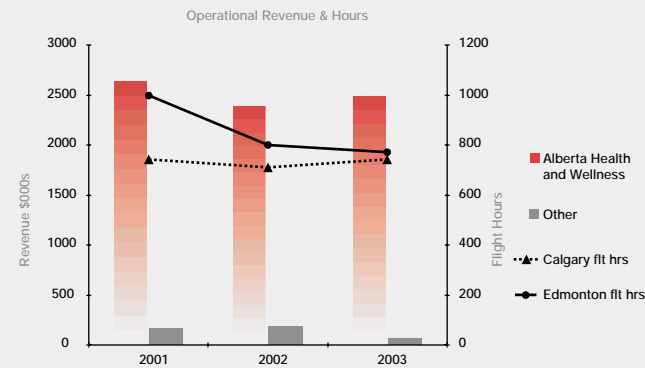
The following discussion and analysis of the stewardship of stakeholder contributions should be read in conjunction with the accompanying audited financial statements and the other information contained in this annual report.

## Revenues



STARS receives its funding from two primary sources - various fundraising programs with the general public and corporate donors and recoveries from government for certain operational activities.

## Operations

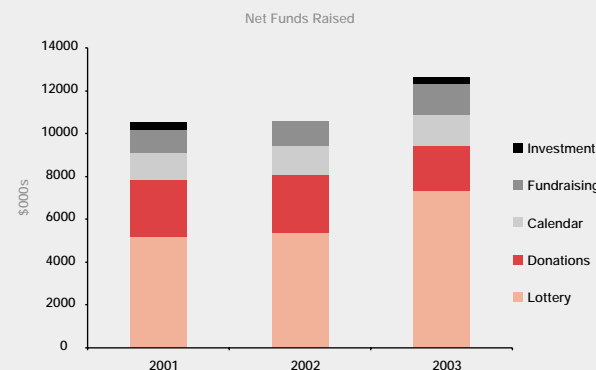


Operating revenues, consisting primarily of contracted hourly charges recovered from Alberta Health and Wellness for actual patient missions flown plus a monthly standby charge, represented 11% of total funding from all sources for 2003. These revenues represent a partial recovery of the total costs of providing helicopter, pilots and air medical crew at each of the Calgary and Edmonton bases.

The total number of missions flown in 2003 decreased slightly relative to 2002. Revenues from Alberta Health and Wellness increased by about \$100,000 due to an increase in the hourly rate for the air medical crews in the fall of 2003.

Other revenues include cost recoveries for the HPS and Emergency Link Centre. In 2002 STARS received \$129,000 in federal grants for our Night Vision Goggle (NVG) program.

## Fundraising

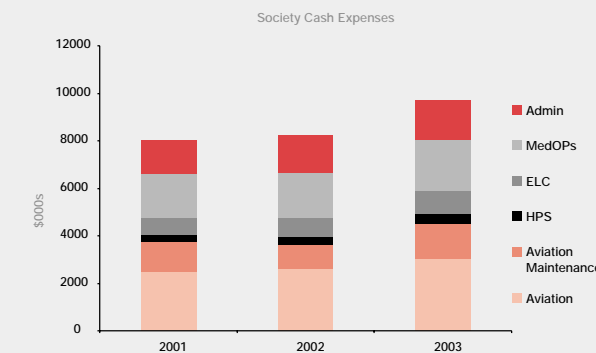


STARS derives about 89% of its total funding from stakeholder participation in our annual lottery, calendar sales, general donations and a variety of other fundraising efforts.

These programs combined to raise gross funds of \$19.3 million for STARS' operations and \$12.6 million net of direct costs (\$17.2 million and \$10.6 million respectively for 2002).

An increase in the size of our lottery, combined with the tenth consecutive sell-out, resulted in a \$1.9 million increase in net lottery proceeds to total \$7.3 million. Net calendar proceeds increased 7% to \$1.5 million due to lower production costs for the more than 105,000 calendars sold. Investment and other income increased to \$320,000 as STARS benefited from an improvement in the stock markets and a strengthening of the Canadian dollar. Partially offsetting these increases was an 18% decrease in general revenues and donations to total \$4.5 million in 2003. Two-thirds of the reduction was attributable to lower unsolicited donations, including memorial gifts and planned gifts because many contributions were directed to the new Vision Critical Campaign which, being a restricted fund, is reported outside of general revenues. In 2003, STARS did not participate in any bingos. Our mail campaign and store revenues remained relatively constant with 2002, as did revenues from sponsored events despite the very difficult economic conditions suffered by many of our rural supporters in 2003.

## Operational Expenditures



## Aviation

Aviation operating costs totalled \$4.5 million in 2003, reflecting a 25% increase over the prior year. The increase was primarily attributable to increased wages and maintenance arising from having brought the fourth helicopter into service late in 2002; an unanticipated major transmission and rotor overhaul; and increased summer outreach activities. Personnel costs represent about 57% of the total aviation operating budget. STARS' aviation and engineering groups include safety and scholarship award recipients from Canadian and international helicopter associations and, as a group, have developed strong expertise in the adaptation and application of Night Vision Goggle technology.

## Medical Service

Medical services provided by STARS include the Human Patient Simulator (HPS)/Outreach Program, the Emergency Link Centre (ELC) and the air medical crews aboard the helicopters. Total medical service costs increased 16% to \$3.5 million in 2003, reflecting increases in all aspects of the medical programs:

- The HPS program accounts for 11% of the total medical program costs and saw its program costs increase by 20% to \$400,000 due to expanded levels of outreach and training of rural and local medical professionals. In 2003, the HPS program was provided to 25 communities in Alberta and provided 95 days of training, up from 77 training days in 2002.
- The ELC continues to expand its communication capabilities in support of our air medical program, regional emergency dispatch services and industry site registrations. Call volume handled by the ELC for these services currently averages over 240 calls per day. Site registration volumes at year-end totaled about 1,400 sites. Commensurate with this increased activity, total operating costs increased 18% to \$961,000 for 2003, for increased staffing and system improvements.
- Air medical crew and related costs increased by 14% over the prior year to total \$2.2 million primarily due to an increase in flight physician costs and expansion of medical supervisory positions. The majority of the air medical crew personnel are part-time with STARS, having their primary responsibilities with local EMS, tertiary care hospitals or other emergency service providers.

## Society Administration

Administrative costs totalled \$1.6 million in 2003, a 5% increase over the prior year. Staff cost savings in the year were offset by costs to improve the information systems for the medical, aviation and communication operations.

## Depreciation and Amortization

Depreciation and amortization expense for 2003 totalled \$1.3 million relative to \$1.1 million in 2002 due to the commencement of depreciation on the fourth active helicopter. STARS amortizes helicopter costs on a straight line basis over a 20-year period.

## Goods & Services Tax

As registered charities, STARS Society and STARS Foundation are eligible to recover a portion of GST paid, resulting in a net GST expense for the year. During 2003, STARS recovered certain GST amounts related to prior years, resulting in a lower net GST cost for 2003, compared with the prior year.

## Fundraising Expenditures Fundraising Programs

Fundraising expenditures include all direct costs associated with the lottery, calendar sales and other directed fundraising programs. For the lottery, the major cost is prizes, but other costs include advertising, ticket printing, mailouts, administration and ordertaking. For the calendar program, STARS incurs the costs of producing the calendar, wages for a seasonal sales force and administration costs for the program. Other fundraising costs include the costs of the Calgary and Edmonton galas, mailout campaigns and store merchandise costs. The \$200,000 increase in year-over-year direct costs is primarily due to additional prizes for the increased size of the lottery which was partially offset by production cost savings on the calendar program and the elimination of some programs.

## Chain of Survival Fund

Chain of Survival Fund grants are allocated from net lottery proceeds and are directed to assist other emergency service providers. During 2003, STARS contributed \$482,000 to 78 agencies and made commitments for future funding totaling \$118,000.

## Fundraising Administration

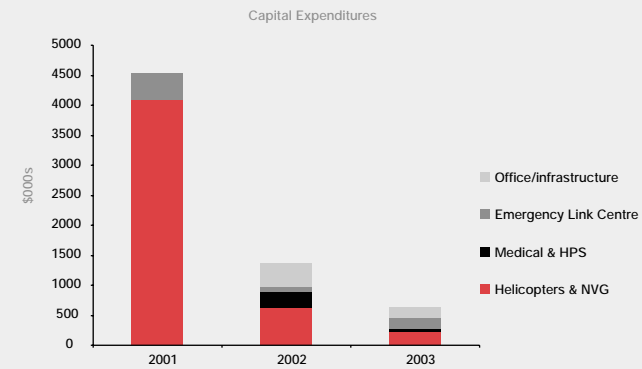
Fundraising administrative expenses represent the personnel and infrastructure costs associated with maintaining the programs, profile and volunteer base necessary to the organization. Total costs increased 6% in 2003, primarily due to staffing increases; personnel costs account for 77% of the total costs. Fundraising administrative expenses were 7% of gross funds raised and 11% of net funds raised (7% and 12% respectively for 2002).

## Externally Managed Investments

STARS maintains a long-term investment portfolio in order to maximize the return on funds held for future helicopter and equipment replacement, operational and other future requirements. During 2003, STARS increased the book value of its portfolio by \$1.6 million and benefited from a strong improvement in the equity markets to post an unrealized gain at year-end of \$307,000 compared

to an unrealized loss of \$460,000 for the year prior. Given the expected time frame of the future needs, the portfolio is diversified with 83% (by cost) in diversified managed funds and 17% in money market accounts.

## Capital Assets



Net book value of capital assets at year-end totalled \$12.4 million, down from \$13.1 million for the prior year due to depreciation charges more than offsetting the \$623,000 net capital expended in the year. STARS spent about \$220,000 for Night Vision Goggles and related airframe costs. STARS also expended about \$230,000 for computer and communication system improvements, \$67,000 for new medical equipment, \$60,000 to expand HPS operations and \$46,000 on other office equipment.

## Vision Critical Campaign

The Vision Critical Campaign (VCC) was initiated in 2003 with the goal of raising \$25 million over a five year period to fund the acquisition of two new helicopters and provide initial funding for a new STARS Centre for Education. The public support for the high standard of service provided by STARS combined with calls for expansion have underscored the need to expand both our service area and poor-weather capabilities and this capital campaign will provide the funding to meet these needs. The preferred helicopters are presently undergoing early-stage certification testing.

From limited fundraising that commenced late in 2003, this program raised a net \$1.1 million. At year-end, the VCC funds consisted of a cash balance of \$810,000 and donations in kind of \$292,000. STARS holds the Vision Critical funds in short-term investments, anticipating possible cash calls for the subsequent deposits towards the helicopters on order and near-term development of the Centre for Education. To the end of April 2004, STARS has received contributions and pledges totalling in excess of \$8 million.

## Liquidity and Capital Resources

During 2003, STARS raised \$21.8 million to finance its total cash expenditures of \$18.9 million resulting in a \$1.6 million increase to the investment portfolio and an increase to net operational working capital of \$560,000. To finance short-term operations, STARS had an operational working capital balance of \$1.1 million at year-end plus the majority of its annual fundraising occurs early in the calendar year through the lottery and calendar sales. The investment portfolio and VCC funds are available to meet future capital and expansion needs and to cushion changes in the fundraising programs. Major current commitments include the final instalment against the helicopter-purchase bank loan, to be paid out of operating revenues, and the deposits for the new helicopter acquisitions which will be funded by VCC funds.

## Operational Risks

In providing its services, STARS must consider potential risks across the entire spectrum of its operations including:

**Safety and Regulatory** – STARS undergoes numerous safety and operational external reviews and audits annually and recently received its third consecutive tri-annual accreditation from the prestigious Commission on Accreditation of Medical Transport Systems. STARS has rigorous staff training standards and maintains internal safety and quality assurance committees to ensure compliance with all regulatory requirements and alignment with best practices in medical transport systems.

**Financial** – STARS depends on broad public fundraising to finance the majority of its operations and maintains an extremely strong profile and reputation with its stakeholders. In addition, STARS maintains very strong relations with the Alberta government and regional health authorities; all parties are presently re-negotiating a new relationship in light of devolution of ambulance services to the health region. In the event of unforeseen adverse

financial events, STARS maintains sufficient investment reserves to continue operations until contingencies can be resolved. STARS' operating budgets are approved by the Boards of Directors and regularly monitored. STARS pre-purchases foreign currencies to reduce currency risk on anticipated foreign-sourced equipment purchase liabilities and is assessing strategies related to the proposed helicopter acquisitions.

**Insurance** – Aviation and medical insurance costs have increased in recent years. STARS maintains an accident-free flight record, high quality standards and coordinates through brokers to optimize its insurance coverage and minimize premiums.

**Competition** – STARS' mission is optimal pre-hospital care for critically ill and injured persons. Through its Chain of Survival initiative and other programs, STARS endeavours to build partnering opportunities throughout Alberta which contribute to the efficient delivery of high quality air ambulance services.

## Outlook

For 2004, STARS again sold out its lottery and anticipates a successful calendar program. With continued strong support from our broad stakeholder base, we are optimistic that overall net fundraising revenues will be substantially consistent with 2003 totals. STARS continues negotiating a new agreement with Alberta Health and Wellness and the major health regions, which will continue to provide a stable funding base for a portion of the helicopter operations. Total administration costs are anticipated to increase about 6%. Aviation/medical operational expenses are projected to increase by about 7% during 2004 related to increased medical costs including personnel, training, insurance costs and an expansion of the HPS/Outreach and the ELC programs. We look forward to working with our partners in the Chain of Survival to meet the needs of the critically ill and injured.

## Statement of Governance Practices

The STARS Boards of Directors and management apply high standards of organizational governance as required and appropriate in the voluntary, non-profit sector and believe that STARS has adopted "best practices" in its approach to governance. STARS is committed to the ongoing evaluation and application of best practices in governance, to promote a healthy, productive and effective organization.

Effective governance requires appropriate processes to ensure sound, ethical and legal direction consistent with the organization's vision and mission and adequate controls to ensure

appropriate stewardship of the organization's resources. In the non-profit sector, this translates into appropriate guidance and protection of the benefits and services provided to the community, and of the resources, whether funding, volunteer time, financial or other expertise, or other skills committed to the organization.

The STARS Boards of Directors recognize and are committed to their governance responsibilities to all stakeholders including our patients, the provincial government, corporate and community donors, volunteers, employees and the general public.

## Charitable Status and Organizational Structure

The Alberta Shock Trauma Air Rescue Society ("STARS Society"), the Alberta Shock Trauma Air Rescue Service Foundation ("STARS Foundation") and the Shock Trauma Air Rescue Society (Canada) ("STARS Canada") are non-profit and registered charitable organizations ("Organizations"), under the Income Tax Act (Canada). STARS Foundation is also designated as a public foundation. STARS Aviation Canada Inc. ("STARS Aviation") is a wholly-owned subsidiary of STARS Society and is a taxable Canadian corporation which retains ownership of helicopters and operating licenses to meet Transport Canada requirements. Collectively, this group is known as STARS.

## Boards of Directors – Volunteer Governance

As non-profit entities, STARS Society, STARS Foundation and STARS Canada have no shareholders and are each governed by volunteer boards of directors. STARS Aviation is governed by shareholder resolutions of STARS Society. The members of the respective Boards do not receive any remuneration, consideration, or fees for undertaking the responsibilities, risks and the significant time commitment involved in being a director.

Prior to December 2000, the Executive Committee of the Boards stewarded the Board Director recruitment process. In December 2000, the Boards established a standing Governance and Nominating Committee and since then have formalized Guidelines for Governance and Terms of Reference for standing and ad-hoc committees. In addition, the Boards established a regular review of the effectiveness of the Boards' governance processes and recently carried out the third annual process.

## Mandate of the Boards of Directors

The fundamental responsibility of the Boards of Directors is to oversee the management of the organization, with a view to maximizing benefit to the community in carrying out the Vision, Mission and Strategic Objectives. The Boards' responsibility includes appointment of the Chief Executive Officer and other officers, approval of senior management compensation, and monitoring of the performance of the Chief Executive Officer. The Boards have established administrative procedures which prescribe the rules governing the approval of transactions carried out in the course of the Organizations' operations, the delegation of authority and the execution of documents on behalf of the Organizations.

The Boards, including committees or an individual director, may engage an outside advisor at the expense of the Organizations to assist them in the execution of their Director's responsibilities. From time to time, the Organizations may use professional services from a business affiliated with a Director, recognizing the expertise the business brings to STARS.

## Board Responsibilities

### Strategic Planning

STARS' Boards of Directors have the responsibility for setting and monitoring overall strategic direction with management. In assuming this responsibility, the Boards of Directors undertake an annual strategic planning session with the senior management team to review and approve direction of the Organizations. Senior management regularly prepares reports that are reviewed and discussed by the Boards. Strategic plans are approved by the Boards prior to implementation. Key objectives of the strategy are incorporated into the annual review and budget processes.

### Health and Safety

STARS is committed to the health and safety of STARS personnel and volunteers and takes appropriate remedial and preventative actions as required.

### Communications

STARS is committed to appropriate communications with its stakeholders. Key communications issues are reported to the Boards of Directors. STARS issues regular newsletters and ongoing and annual activities are relayed through the STARS Annual Report.

### Safety and Risk Management

The Boards work with management to ensure that a system is in place to identify the principal risks to the Organizations and that appropriate procedures are in place to monitor and mitigate the risks.

### Succession Planning

The Board ensures that a process is established that adequately provides for succession planning, both within the board itself and for executive management personnel.

The Board of STARS Society had 17 Directors as of December 31, 2003 and the Board of the STARS Foundation had 15 Directors. As of

December 31, 2003, the membership of the Foundation Board included an overlap of seven of the Society voting members and one Society associate member. The Chief Executive Officer is a Director and member of senior management, carries out the responsibilities as a Director in a voluntary capacity and is an ex-officio member of the Boards' Standing Committees.

STARS Aviation has a sole Director and is governed by its sole shareholder, the STARS Society.

A Board of three volunteer Directors governs STARS Canada, two Directors being independent and non-related and one Director being the Chief Executive Officer and related. STARS Canada is not active at this time.

## Board Committees

### Standing Committees

The volunteer Boards of Directors of the STARS Society and the STARS Foundation have several combined Standing Committees that assist the Boards in fulfilling their mandate.

The Boards annually review and appoint members to the combined Standing Committees with mandates as outlined in the Board-approved Terms of Reference for the Committees. All committees make recommendations to the respective Boards for approval and do not act independently unless specifically authorized to do so by the Board(s) of Directors.

Five Standing Committees assist the Boards in their stewardship role: the Governance and Nominating Committee, the Finance and Audit Committee, the Investment Committee, the Human Resources and Compensation Committee, and the Safety and Risk Management Committee. The majority of members of all Standing Committees are unrelated non-management directors. For 2003, the Investment Committee had three external, non-related, non-Director members. The Board Chairs and the Chief Executive Officer are ex-officio members of the Standing Committees.

### Governance and Nominating Committee

The Governance and Nominating Committee monitors and manages Board governance practices and is responsible for proposing all nominees to the Boards and the Committees; the monitoring of Board effectiveness; performance according to the goals and objectives of the Organizations; and, overseeing orientation of new board members and ongoing education of incumbent members.

### Finance and Audit Committee

The Finance and Audit Committee monitors the financial accountability, risk and integrity of the Organizations, ensuring that appropriate internal control and reporting systems are in place. The Committee reviews the annual financial audit and quarterly financial statements and reports its findings and recommendations to the Boards. The Committee reviews the terms of engagement, including fees, of the external auditors and appoints the auditors on an annual basis. As required, the Committee meets independently of management and of the external auditors.

### Investment Committee

The Investment Committee is responsible for the monitoring of investment returns, reviewing the investment strategies and making recommendations to the Boards on investment policy and overall strategy.

### Safety and Risk Management Committee

The Safety and 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.

### Human Resources and Compensation Committee

The Human Resources and Compensation Committee is responsible for the monitoring of compensation and human resource policies, for developing and monitoring a succession plan for the Chief Executive Officer of the Organizations, for the annual performance review and compensation recommendations for the Chief Executive Officer, and for the annual review of senior management compensation.

## Executive Compensation

The Human Resources and Compensation Committee annually reviews overall personnel remuneration and benefits, including the Chief Executive Officer. The remuneration for the Chief Executive Officer and other senior management is independently evaluated by the Human Resources and Compensation Committee, utilizing market assessments and various industry and professional benchmarks, including those for charitable and non-profit organizations. The Committee's conclusions are recommended to the Boards of Directors for approval.

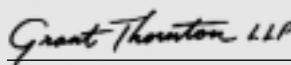
## Auditors' Report To the Directors of

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

We have audited the combined balance sheet of STARS as at December 31, 2003 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 combined financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the combined financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall combined financial statement presentation.

In our opinion, these combined financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2003 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

  
Chartered Accountants

Calgary, Alberta  
March 26, 2004

## Management's Report

The accompanying combined financial statements of STARS and all other financial and operating information contained in this Annual Report are the responsibility of management. The combined financial statements have been prepared in accordance with accounting policies detailed in the notes to the combined financial statements and in accordance with generally accepted accounting principles in Canada.

The organization's systems of internal controls have been designed and maintained to provide reasonable assurance that assets are properly safeguarded and that the financial records are sufficiently well maintained to provide relevant, timely and reliable information to management.

External auditors, appointed by the Members, have independently examined the combined financial statements. They have performed such tests as they deemed necessary to enable them to express an opinion on these consolidated financial statements.

The Audit Committee has reviewed these combined financial statements with management and the external auditors. The respective Boards of Directors have approved these combined financial statements on the recommendation of the Audit Committee.



D. Gregory Powell, MD FRCP  
Chief Executive Officer



Dale R. Renz, CA CFP  
Vice President, Finance and Administration

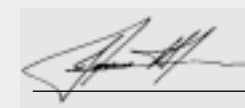
## Combined Balance Sheet

(thousands of dollars)

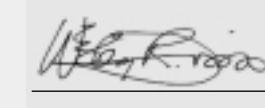
Year Ended December 31	2003	2002
<b>Assets</b>		
Current		
Cash and cash equivalents (Note 8)	\$ 879	\$ 127
Receivables	459	690
Deferred expenses (Note 3)	472	515
Prepays	149	146
Helicopter parts and stores inventory	638	575
	<u>2,597</u>	<u>2,053</u>
Deferred expenses (Note 3)	59	-
Investments (Notes 4 and 9)	13,053	10,386
Capital assets (Note 5)	12,422	13,124
	<u>\$ 28,131</u>	<u>\$ 25,563</u>
<b>Liabilities and Fund Balances</b>		
Current		
Payables and accrued liabilities	\$ 648	\$ 628
Deferred revenue (Note 3)	158	131
Current portion of long-term debt (Note 6)	800	800
	<u>1,606</u>	<u>1,559</u>
Long-term debt (Note 6)	-	800
Fund balances		
Operating Fund	1,921	1,921
Legacy Fund	4,603	4,083
Helicopter and Equipment Replacement Fund	7,224	5,641
Endowment Fund	20	20
Chain of Survival Fund	33	15
Vision Critical Campaign Fund (Note 9)	1,102	-
Investment in Capital Assets	11,622	11,524
	<u>26,525</u>	<u>23,204</u>
	<u>\$ 28,131</u>	<u>\$ 25,563</u>

Commitments and contingencies (Notes 7 and 12)

On behalf of the Board



J.D. Hole  
Director



Wesley R. Twiss  
Director

See accompanying notes to the combined financial statements.

## Combined Statements of Operations and Fundraising

(thousands of dollars)

Year Ended December 31	2003	2002
<b>OPERATIONS</b>		
<b>Operating income</b>		
Alberta Health	\$ 2,484	\$ 2,381
Other revenue	64	184
	<u>2,548</u>	<u>2,565</u>
<b>Operating expenditures</b>		
Aviation	4,522	3,610
Medical service	3,525	3,043
Administration	1,646	1,568
Amortization	1,317	1,136
Goods and services tax	96	154
	<u>11,106</u>	<u>9,511</u>
<b>Deficiency of income over expenditures from operations</b>	<u>\$ (8,558)</u>	<u>\$ (6,946)</u>
<b>FUNDRAISING</b>		
<b>Fundraising income</b>		
Fundraising	\$ 4,467	\$ 5,435
Lottery	11,862	9,088
Calendar	2,636	2,623
	<u>18,965</u>	<u>17,146</u>
Interest and investment income	320	27
	<u>19,285</u>	<u>17,173</u>
<b>Fundraising expenditures</b>		
Administration	1,313	1,244
Fundraising	985	1,595
Lottery	4,549	3,704
Calendar	1,153	1,237
	<u>8,000</u>	<u>7,780</u>
<b>Other fundraising expenditures</b>		
Amortization	7	10
Goods and services tax	39	39
Chain of Survival Fund	482	523
	<u>528</u>	<u>572</u>
<b>Excess of income over expenditures from fundraising</b>	<u>10,757</u>	<u>8,821</u>
<b>Combined excess of income over expenditures</b>	<u>\$ 2,199</u>	<u>\$ 1,875</u>

See accompanying notes to the combined financial statements.

## Combined Statements of Changes in Fund Balances

(thousands of dollars)

Year Ended December 31

2003	Operating Fund	Legacy Fund	Helicopter & Equipment Replacement Fund	Seconds Count Capital Campaign Fund	Endowment Fund	Vision Critical Campaign Fund (Note 9)	Chain of Survival Fund	Net Investment in Capital Assets	Total 2003
Balance, beginning of year	\$ 1,921	\$4,083	\$5,641	\$ -	\$ 20	\$ -	\$ 15	\$11,524	\$23,204
Combined excess of income over expenditures	4,006	-	-	-	-	-	(482)	(1,325)	2,199
Capital campaign contributions	-	-	-	20	-	1,102	-	-	1,122
Interfund transfers	(4,006)	520	3,006	(20)	-	-	500	-	-
Purchase of capital assets	-	-	(623)	-	-	-	-	623	-
Repayment of debt	-	-	(800)	-	-	-	-	800	-
Balance, end of year	\$ 1,921	\$4,603	\$7,224	\$ -	\$ 20	\$1,102	\$ 33	\$11,622	\$26,525

## Combined Statements of Changes in Fund Balances

(thousands of dollars)

Year Ended December 31

2002	Operating Fund	Legacy Fund	Helicopter & Equipment Replacement Fund	Seconds Count Capital Campaign Fund	Endowment Fund	Chain of Survival Fund	Net Investment in Capital Assets	Total 2002
Balance, beginning of year	\$ 1,921	\$3,434	\$ 5,273	\$ -	\$20	\$ 38	\$10,494	\$21,180
Combined excess of income over expenditures	3,544	-	-	-	-	(523)	(1,146)	1,875
Capital campaign contributions	-	-	-	149	-	-	-	149
Interfund transfers	(3,544)	649	2,544	(149)	-	500	-	-
Purchase of capital assets	-	-	(1,376)	-	-	-	1,376	-
Repayment of debt	-	-	(800)	-	-	-	800	-
Balance, end of year	\$ 1,921	\$4,083	\$ 5,641	\$ -	\$20	\$ 15	\$11,524	\$23,204

See accompanying notes to the combined financial statements.

## Combined Statement of Cash Flows

(thousands of dollars)

Year Ended December 31	2003	2002
Increase (decrease) in cash and cash equivalents from:		
<b>Operations</b>		
Combined excess of income over expenditures	\$ 2,199	\$ 1,875
Items not requiring cash outlay:		
Amortization	1,325	1,146
Changes in non-cash operating working capital (Note 8)	196	(78)
	<u>3,720</u>	<u>2,943</u>
<b>Financing</b>		
Seconds Count Capital Campaign	20	149
Vision Critical Campaign (Note 9)	810	-
Repayment of long-term debt	(800)	(800)
	<u>30</u>	<u>(651)</u>
<b>Investing</b>		
Purchase of investments	(2,375)	(1,512)
Purchase of capital assets	(623)	(1,376)
	<u>(2,998)</u>	<u>(2,888)</u>
Net increase (decrease) in cash and cash equivalents	752	(596)
Cash and cash equivalents,		
Beginning of year	<u>127</u>	<u>723</u>
End of year (Note 8)	<u>\$ 879</u>	<u>\$ 127</u>

## Notes to the Combined Financial Statements

(thousands of dollars)

December 31, 2003

### 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", "Shock Trauma Air Rescue Service" or "the Organization". Separate Boards of Directors, some Directors being common to more than one Board, oversee the operations 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). Aviation is a taxable corporation incorporated under the Canada Business Corporations Act.

The Society provides highly specialized emergency aero-medical 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.

### 1. General (continued)

The Society is dependent upon contributions from the Foundation and revenues derived from Alberta Health and Wellness to continue its operations.

#### Description of funds:

##### *Internally restricted funds:*

The Legacy Fund was created for the purpose of providing funds for future training, education and operations of STARS. The Helicopter and Equipment Replacement Fund exists to fund future replacement of existing helicopters and equipment. The Chain of Survival Fund exists for the purpose of providing funding to not-for-profit partners within the Chain of Survival.

##### *Externally restricted funds:*

The Endowment Fund is a fund where the principal assets are to be maintained for a minimum of 10 years or according to the wishes of the donor. There is no restriction on the earnings from these assets provided the revenue is expended in accordance with the objectives of STARS. The Vision Critical Campaign Fund was created in 2003 to raise up to \$25 million for the acquisition of new helicopters and the creation of a STARS Centre for Education. The Seconds Count Capital Campaign concluded in 2003, having fulfilled its mandate to raise funds for repayment of the long-term debt incurred on the acquisition of the current helicopters.

##### *Unrestricted funds and net equity:*

The Operating Fund is an unrestricted fund which accounts for revenues and expenditures related to program delivery and administrative activities. The net investment in Capital Assets is the net book value of capital assets less associated debt.

### 2. Summary of significant accounting policies

#### a) Revenue recognition

STARS follows the restricted fund method of accounting for contributions whereby activity in externally restricted funds is segregated from general operations.

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

Income received and costs incurred prior to a fundraising event's completion date are recorded as deferred revenue and expenses.

Restricted contributions to a restricted capital campaign are recognized as revenue in the designated 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 of combined excess of revenue over expenditures is to be allocated to the Helicopter and Equipment Replacement Fund. The next \$500 of combined excess of revenue over expenditures is to be allocated to the Legacy Fund. Any remaining operating surplus is allocated to the Helicopter and Equipment Replacement Fund. Commencing in 2004, STARS will allocate \$5 million from the Helicopter and Equipment Replacement Fund to the Vision Critical Campaign Fund over a five-year period.

Contributions from the Seconds Count Capital Campaign in excess of \$6,000, over the life of the campaign, are allocated to the Legacy Fund.

#### c) Investments

Investments are recorded at cost. Donations in kind held for resale, if any, are recorded at market value on the date of donations. The carrying values of long-term investments are adjusted to reflect declines in value which are other than temporary. Gains and losses on the sale of investments are reported as fundraising activities.

## 2. Summary of significant accounting policies (continued)

### d) Capital assets

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

Helicopters	20 years
Other equipment	2 to 5 years
Licenses	5 years

### 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 STARS but because of the difficulty of determining fair market value of these donated services, the value is not recorded in these financial statements.

### f) Financial instruments

Financial instruments consist of cash and cash equivalents, receivables, investments, payables and accrued liabilities and long-term debt. The fair value of these financial instruments approximate their carrying values, unless otherwise noted. The Organization is exposed to fluctuations in Canada/U.S. exchange rates. The Organization, when appropriate, may utilize financial instruments to manage its exposure to this risk.

### g) Use of estimates

The preparation of the financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Actual results could differ from and affect the results reported in these financial statements.

### h) Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks net of overdrafts, and short-term deposits with original maturities of three months or less. Bank borrowings are considered to be financing activities.

### i) Helicopter parts and stores inventory

Inventories are valued at the lower of cost and net realizable value. Cost is determined on a weighted average basis for store merchandise and on a specific item basis for aircraft parts.

### j) Income taxes – STARS Aviation Canada Inc.

STARS Aviation Canada Inc. is registered as a taxable corporation (for reasons related to the aircraft operating certificates) and as such determines its income tax provision using the liability method of tax allocation. Future income taxes are calculated by applying estimated future income tax rates to the current difference, if any, between the tax basis of an asset or liability and its corresponding book value.

## 3. Deferred revenue and expenses

	2003	2002
Deferred Chain of Survival Fund expenses	\$ 118	\$ –
Deferred Lottery expenses	381	496
Deferred PSAC expenses	32	19
	<u>531</u>	<u>515</u>
Less long-term portion of Deferred Chain of Survival Fund expenses	(59)	–
	<u>\$ 472</u>	<u>\$ 515</u>
Deferred fundraising gala revenue	\$ (158)	\$ (131)

STARS has committed to making Chain of Survival Fund contributions totaling \$118 over a two-year period subject to availability of funding from the annual lottery receipts.

## 4. Investments

	2003	2002
Investments are recorded at cost and are comprised as follows:		
Externally managed funds	<u>\$ 11,951</u>	<u>\$ 10,386</u>
Vision Critical Campaign investments:		
Cash and cash equivalents	810	–
Donations in kind held for resale	292	–
	<u>1,102</u>	<u>–</u>
Total investments	<u>\$ 13,053</u>	<u>\$ 10,386</u>

The majority of investments are professionally managed under pooled portfolio management service agreements. The long-term investment strategy is to establish an appropriate mix of debt and equity investments for investment income and growth while preserving funds for future needs. The investments are recorded at cost. Market value of externally managed funds at December 31, 2003 was \$12,258 (2002 - \$9,926).

The Vision Critical Campaign funds are designated for the purchase of new helicopters and the establishment of a new STARS Centre for Education. Cash and cash equivalents are held in interest bearing accounts. The donations in kind held for resale consist of shares of publicly traded junior energy companies and precious stones donated to STARS. The Organization's policy is to liquidate such assets as quickly and efficiently as possible. The current stocks held for resale are subject to certain regulatory restrictions preventing their public sale until prescribed dates in 2004. The market value of the donations in kind held for resale at December 31, 2003 approximated cost and at March 26, 2004 the market value was approximately \$156.

## 5. Capital assets

	2003		Net Book Value
	Cost	Accumulated Amortization	
Helicopters	\$ 13,305	\$ 2,871	\$ 10,434
Night vision goggles	402	79	323
Medical equipment	632	560	72
Office equipment	1,165	757	408
Aircraft equipment	305	196	109
Computer equipment and software	1,080	920	160
Leasehold improvements	579	470	109
Human patient simulator	724	413	311
HPS – mobile unit	197	170	27
Deposit on AB139	469	–	469
	<u>\$ 18,858</u>	<u>\$ 6,436</u>	<u>\$ 12,422</u>

	2002		Net Book Value
	Cost	Accumulated Amortization	
Helicopters	\$ 13,337	\$ 2,273	\$ 11,064
Night vision goggles	164	27	137
Medical equipment	564	488	76
Office equipment	966	572	394
Aircraft equipment	289	159	130
Computer equipment and software	1,010	764	246
Leasehold improvements	572	420	152
Human patient simulator	671	277	394
HPS – mobile unit	193	131	62
Deposit on AB139	469	–	469
	<u>\$ 18,235</u>	<u>\$ 5,111</u>	<u>\$ 13,124</u>

In 2001, STARS paid \$300 US (\$469 Cdn) on two fully refundable options in the production queue with Agusta Bell on two AB139 helicopters. The options allow STARS to strategically and comprehensively review the value of this aircraft to STARS' operations. Future deposit obligations include \$700 US due three months after notification from Agusta Bell of the first flight; \$500 US due fifteen months prior to delivery of the first helicopter; and \$500 US due six months prior to delivery of the first helicopter. No second deposit has been requested to date. The total contract value is \$12,100 US. This agreement may be terminated by either party before the third deposit or fifteen months prior to the project delivery date.

## 6. Long-term debt

	2003	2002
<b>Relating to 2001 purchase of fourth helicopter:</b>		
Fixed rate term loan agreement, secured by a first ranking security in certain property, 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, 2003 - 5.57%	\$ –	\$ 800
June 1, 2004 - 5.57%	800	800
	<u>800</u>	<u>1,600</u>
Less current portion	<u>(800)</u>	<u>(800)</u>
	<u>\$ –</u>	<u>\$ 800</u>

In 2003, Aviation paid interest of \$64 (2002 - \$109) relating to long-term debt.

## 7. Lease obligations and commitments

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

	Office lease	Equipment
2004	\$ 381	\$ 20
2005	\$ 14	\$ 20
2006	\$ 11	\$ 10
2007	\$ 11	\$ –
2008	\$ 6	\$ –

The Calgary base lease expires in 2004 but has a renewal option for 2005 at \$402. In addition, STARS has a month-to-month lease for its Edmonton base at a cost of approximately \$12 per month.

## 8. Supplemental cash flow information

	2003	2002
<b>Change in non-cash operating working capital:</b>		
Receivables	\$ 231	\$ 107
Deferred expenses	102	(154)
Prepays	(3)	61
Inventories	(63)	(150)
Payables and accruals	(98)	89
Deferred revenues	27	(31)
	<u>\$ 196</u>	<u>\$ (78)</u>

### Cash and cash equivalents consist of:

Cash on hand and balances with banks	\$ 879	\$ 182
Operating line of credit	-	(55)
	<u>\$ 879</u>	<u>\$ 127</u>

STARS has an operating line of credit of up to \$100 due on demand and bearing interest at prime plus 1%. As at December 31, 2003, STARS has drawn \$Nil (2002 - \$55) upon its line of credit.

## 9. Vision Critical Campaign Fund

The Vision Critical Campaign was established in 2003 as a restricted fund for the purchase of new helicopters and the establishment of a STARS Centre for Education. The activity of the fund in 2003 was:

Donations received	\$ 1,508
Fundraising expenses incurred	<u>406</u>
Net fund at end of year	<u>\$ 1,102</u>
Net fund balance is comprised of:	
Cash	\$ 810
Donations in kind held for resale	<u>292</u>
	<u>\$ 1,102</u>

## 10. Related party transactions

STARS paid professional fees of \$23 (2002 - \$35) for services provided by a company whose senior client partner is a director of the Organization.

## 11. Economic dependence

Approximately 11% (2002 - 12%) of revenues for the year ended December 31, 2003 are derived from an agreement with Alberta Health and Wellness. The current agreement has been extended to September 30, 2004. The Organization is currently in negotiations for a new agreement with Alberta Health and Wellness and regional health authorities.

## 12. Contingencies

STARS is named, along with other parties, in one claim for which the outcomes and amounts are not readily determinable at this time. Based on current information STARS believes it has adequate insurance coverage in place for any claim or potential claim. There is no certainty as to the outcome of any settlement or litigation and no cost estimate has been accrued at this time.

## 13. Additional information to comply with the disclosure requirement of the Alberta Charitable Fundraising Act

Gross contributions including capital campaign receipts, governed by the Alberta Charitable Fundraising Act totalled \$8,448 (2002 - \$7,815). In addition, \$12,045 of gross proceeds were realized from lottery sales and other gaming activities governed by the Alberta Gaming and Liquor Act (2002 - \$9,480). All expenses incurred for the purposes of soliciting contributions under the Charitable Fundraising Act were \$3,937 (2002 - \$4,076). Of these expenditures \$1,444 (2002 - \$1,348) were paid as remuneration to employees whose principal duties involve fundraising. Also included in expenditures for soliciting contributions were \$465 (2002 - \$179) paid as remuneration to third party fundraising businesses, including any expenses or fees paid by the charitable organization on behalf of the fundraising businesses or as reimbursements to the fundraising businesses.

## 14. Comparative figures

Certain items in the comparative combined financial statements have been reclassified to conform to the presentation of these 2003 combined financial statements.

## VOLUNTEERS

Martin Abbott	Chad Campbell	Leeann Dunn	Adam Hickey	Dee Lawrence	Ron Moisey	Merleen Rafter	Sandra Stobart
Robert Abernethy	Sue Carkner	Terry Dunn	Karen Hiebert	Adrian LeDrew	Lois Molander	Lynne Reckhow	William Stobart
Alex Abramic	Marion Carnell	Greg Durling	Marilyn Higdon	Nicole LeDrew	Allan Montgomery	Margaret Reeves	Tom Strachan
Betty Ackerman	Denise Carriere	June Duthie	Vicky Hildebrandt	Lyla Lee	Ruth Montgomery	Kathie Reith	Dale Stuckey
Gloria Adams	Leanne Carter	Georgianne Dwyer	Art Hironaka	Joe Leffley	Terry Moore	Vicky Resta	Diane Stuckey
Jennifer Alcock	Laura Cartledge	Robert Dykstra	Ron Hodgson	Colette Lemire	John Moquin	Claudia Rettman	Craig Styles
Rocio Alejandre	Karin Cartmell	Verna Eklund	J.D. Hole	Doug Lessard	Marie Morgotch	Aileen Rhodes	Robert Sunquist
Chris Allan	Glenda Chalifoux	Nancy Elias-Hunter	Tracy Holland	Jim Letawsky	Stan Moskal	Helen Rhyno	Peter Svith-Lassen
Scott Allan	Edward Chamberlain	Barbara Elliott	Maria Holowinsky	Alice Lewis	Jeff Moulton	Lorna Richmond	Michael Taje
Courtney Allen	Linda Chambers	Gordon Elliott	Brian Holroyd	Karen Lewis	Kimberley Moysa	Chuck Richter	Stan Talbot
David Allen	Stephen Charchuk	Derek Engh	Michael Honey	Elizabeth L'Heureux	Murray Mullen	Clay Riddell	Erin Taylor
Joyce Allen	Laura Chesky	Deborah Engman	Christine Hoogenberg	Sandra Lindner	Bruno Muller	Teresa Roberts	Wanda Temple
Tracy Allen	Joyce Chorley	Donald Engman	Chris Hopfner	Bill Lingard	Marianne Musschoot	Buddy Robinson	Ivan Thiel
Doreen Almonitis	Thomas Chorley	Bob Fahey	Phyllis Horne	Sherry Logel	Ino Mussio	Josh Robinson	Brian Thomas
Art Anastasi	Tim Chorney	Moe Fahey	Stephen Hoshowski	Nicole Lorrain	Art Myers	Karen Robinson	Willie Thomas
Genny Anderson	Irene Chrapko	Laura Fay	Lorraine Houle	Alison Love	Dorothy Myers	Natalie Rocheleau	Doris Thompson
Lewis Andrew	Victor Chrapko	Laureen Feener	Steve Hryniv	Gertrude Love	Joan Myers	Lori Rogers	Joan Thompson
Tony Arcand	Doug Christian	Holly Fellhauer	Bill Hull	Linda Low	Eva Myson	Eleanor Rondeau	Kathy Thompson
John Archer	Cory Clark	Mike Fellhauer	Laurel Jackson	Judith Luedtke	Peter Myson	Ron Rowbotham	Finn Thorkildsen
Carl Archibald	Helen Clearwater	Graham Fergie	Eileen Jenkins	Audrey Luft	Jean Nachai	Rod Rude	Cathy Thornton
Ollie Arthur	Mary Clinton	Joan Ferner	Marilyn Jennings	Jody Lupyczk	Gordon Neil	Ronda Ryder	Annette Thys
Madonna Atkinson	Anne Cloutier	Linda Fernets	Dave Jensen	Geoff Mackey	Wendy Ness	David Sagan	David Topps
Tim Aucoin	Murray Cobbe	Barbara Few	Sandra Jensen	Elizabeth Mackinnon	Glen Newton	Raymond Sampert	Donna Towers
Wendy Aucoin	Colleen Coleman-Adams	Jim Fisher	Sean Jensen	Jeff MacKinnon	Gordona Newton	Valerie Sandall	Mike Trattner
Sandra Axelson	Lorna Collicutt	Tim Fitchett	Simone Jensen	Bob MacLean	Helen Nguyen	Joan Saunders	Cheryl Tricker
Marilyn Ayers	Elaine Collicutt	Rick Forbes	Elaine Joel	Jason MacLeod	Jason Nicol	Lynn Saunders	Grant Tricker
Beverley Ballentine	Trishia Comeau	Ric Forest	Carolyn Johnson	Pamela MacLeod	Sybil Nicol	Tanya Schaffer	Carol Trudeau
Jane Bannister	Roxanne Comrie	Ryan Fowler	Gayle Johnston	Quinn Maddox	Nina Nikitiuk	Allan Schenck	Kent Truss
John Bannister	Beryl Cooper	Chick Francis	Ken Johnston	Kalash Maharaj	Bob Normand	Sharon Schenck	Lorna Truss
Karen Bannister	Laverne Cooper	Micki Francis	Louie Johnston	Rookmin Maharaj	Bill Olafson	Sigrid Schlick-Milkos	Kelli Turner
Ken Barnett	Terry Cooper	Jim Frederick	Chris Jones	D. Mitch Makowsky	John Oldring	Kenneth Schmelzer	Jaelene Tweedle
Pauline Barrows	Sal Corea	Debbie French	Geoff Jones	Marianne Makowsky	Clint Olds	Marie Sciarpettelli	James Van Oosterhout
Megan Barry	Paul Couture	Jack French	Kyla Jones	George Males	Frances Olson	Gord Scott	Wesley Twiss
Sandra Barry	Dwayne Cox	Sonya Furgala	Janet Judge	Joan Males	Susan Onysyk	Jo-Anne Scott	Lovady Ukrainetz
Gwen Beasley	Les Cox	Mary Anna Gamracy	Allan Kananen	Dave Malone	Christine Osborne	Wayne Scott	Janet Umphrey
Jocelyn Beattie	Susan Cox	Peter Gant	Eugene Karabonik	Ken Mandrusiak	Jolee Pace	Randy Sedore	Jack Unsworth
Gerry Beauchamp	Andrea Culshaw	Aleta Gaucher	Lilly Karabonik	Kevan Manering	Ann Paches	Amanda Seguin	John Van Brunt
Vicki Beauchamp	Jillian Cummings	Holly Gelech	Don Kary	Lauretta Manering	Helen Paddon	Rosalind Seheult	Steve Van Oosterhout
Gloria Beierle	Carol Curtis	Pauline Gimson	Sandra Kary	Linda Manning	John Paddon	Brian Serben	Sherry Vickers
Larry Benke	Mike Curtis	Katie Gladchuk	Marlene Kasner	Serena Mar	Wayne Paiement	Jane Serben	Yvonne Vickers
Julius Benko	Chris Gordulic	Erika Keil	Erika Keil	Douglas Marshall	Douglas Palinkas	Maureen Shakura	Maureen Vranas
Joyce Bennett	Christopher Czypull	Fred Gorman	Mona Kelly	Douglas Martin	Daphne Panton	Mary Shalapy	Wendy Wadden
Mel Benson	Ron Daley	Doug Goss	Crystal Kennedy	Marie Maskell	John Panton	Heather Shafford	Margaret Wangler
Ellen Berglund	Cal Dallas	Maureen Goughnour	Kim Kibblewhite	Paul Maskell	Craig Parkinson	Alwyn Shaw	Ralph Ward
Gwen Berthelette	Jill Dalzell	Marty Gouin	Robert Kibblewhite	Francesca Massie	Dianne Parkinson	Karen Shilson	Charles Way
Craig Betts	Patrick Daniel	Stan Grad	Ann Kidd	Greg Maurer	Robert Parks	Mike Shilson	Laurie Way
Jamey Bezjack	Barbara Daruda	Cindy Grainger	Victor Kidd	Kathy Mayerson	Rozalyn Parsons	Lera Shirley	Ruby Webb
Darcy Biever	Brent Davidson	Mary Graumann	Mary Kindrachuk	Frederick Mayfield	Gladys Pasula	Philip Shirley	Peter Weimar
Jackie Bigelow	Gaylene Davidson	Douglas Gray	Joan King	Al McAuley	Pat Patterson	Randy Shirley	Terry Weimar
Chris Bilocerkowec	Jamie Davidson	Faye Gronemeyer	Marilyn Kinshella	Joanne McAuley	Jamie Pender	Brian Sieben	Ben Weiss
Lyle Birnie	Sheryl Davidson	Klaus Gronemeyer	Brent Klassen	Brent McCarthey	Bruce Pennock	Bruce Silver	Dawn Weiss
Richard Blacker	Michael Dawe	Leanne Grosky	Dawn Klement	Kelly McCartney	Lil Perra	Donna Skarpinsky	Lorraine Weller
Caron Blakely	Allan de Caen	Lynette Groves	Alan Koerner	Brent McConnell	Candace Perry	Mara Skribis	Cheryl Wellcome
Lori Blumhagen	Art deBoer	Marjorie Gudmundson	Nancy Koerner	Louise McConnell	Maureen Persaud	Rob Skrypnek	John Whitesell
Dennis Bolduc	Shirley Deitz	Paul Haggis	Colleen Kondruk	Ann McDonough	Robert Peters	Gordon Smillie	Darcy Will
Eric Bonderud	Arlene Demars	Sherry Halvorson	Larry Konschuk	Mike McDonough	Janina-Rae Petersen	Barb Smith	Brenda Wilson
Chris Bonish	Victor Demchuk	Aurora Hamilton	Ernie Korchinsky	Bruce MacKenzie	Shirley Petovello	Dave Smith	Sherry Wilson
Evelyn Boonov	Herb Der	Bill Hamilton	Alice Kotyk	Deanna McLean	Brian Phillips	Jim Smith	Laura Winopol
Ralph Boonov	Debbie Desjardine	Bob Hamilton	Patti Kramer	Joshua McLeod	George Pilbeam	Ken Smith	Lisa Wolf
Gisele Bourgeois	Roger deWeerd	Laura Hamilton	Jarett Krauss	Ruth McLeod	Aaron Polnick	Victoria Smith	Rose Wolton
Carmen Boyko	Gillian Dickin	Lionel Hamilton	Marilyn Krivoshen	Jim McMeekin	Kirby Snell	Kirby Snell	Jaqueline Woodhouse
Kym Boyko	Erisa Didkowsky-Penner	Maria Hamilton	Jim Krueger	Keith McMullen	Bennie Porter	Patricia Snell	Linden Woodhouse
Keith Branter	Jan Diep	Roxanne Kuchmak	Roxanne Kuchmak	Christine Kuebler	Shannon Porter	Lillian Sokil	Marion Woodhouse
Freda Brausen	Kathy Ditchburn	David Hancock	Christine Kuebler	Juliana Kurji	Marietta Portigal	Carina Solda	Carla Wozny
Leslie Brausen	Kerry Ditchburn	Steffany Hanlen	Bert Kutos	Nancy McRorie	Greg Powell	Marge Sontag	Christie Wright
Don Brasseur	Sandra Dobrowski	Heather Hansen	Susan Kuzmak	Julia Meeder	Matthew Priddey	Barbara Soucy	Stephen Wuori
Nancy Brasseur	Earl Doell	John Harms	Yvonne Kwok	Brian Metzger	Lyla Prokopishin	Vern Spallin	Fred Yakiwchuk
Susan Brindza	Sheryl Doell	David Harper	Sylvia Labelle	Debbie Metzger	Mike Prokopishin	Scott Spence	Kristen Yaremko
Arnold Brown	Regan Dolan	Mike Hart	Anne Lalonde-Klassen	Kim Meunier	Raelene Prokopishin	Lisa Spicer	Stephanie Yeo
George Brown	Jack Donald	Bonnie Harter	Craig Lamb	Tom Miklos	Stanley Prokopishin	Lee Ann Spiess	Janice Yeske
Robert Brown	Joan Donald	Barry Harvey	John Lamb	Helen Milan	Barb Prospero	Mary Stanton-Ryrie	Murray Yeske
Beverly Brunner	John Donald	Azmina Hassam	Shelly Lamb	Dennis Miller	Lana Prospero	Brittany Stephenson	Aimee York
John Brussa	Ken Drysdale	Valerie Hawkes	June Lambkin	Sandi Miller	Gerard Protti	Eleanor Stevenson	Barb Young
Karen Bucyk	Marion Dube	Natalie Hawryliw	Karen Laprairie	Leslie Mills	Rod Pumphrey	Neil Stevenson	Jim Young
John Paul Buijs	Robert Duce	Wanda Heater	Dave Lathrop	Phil Milroy	Sherry Quigley	Craig Stewart	Judy Young
Debbie Bumstead	Valerie Duce	Beat Hegnauer	Gail Latimer	Brenda Minue	Donna Rach	John Stewart	Lyle Young
Linda Burke	Therese Hegnauer	Walter Henson	Doreen Lattin	Glenn Mogg	Tim Minue	Jennifer Radford	Christine Zurburg
Lesley Burnet	Brian Dunn	Walter Henson	Mona LaValley	Garry Mogg	Dixie Mogg	Sharon Radke	
Jarrold Buskas	Darby Dunn	Roland Herzog			Garry Mogg	Alan Rae	

## PERSONNEL

### ADMINISTRATION

Chris Bonish  
Dennis Burge  
Jackie Dawson  
Lori Ehrman  
Trevor Graw  
Dinorah Gutierrez-Brodie  
Mark Imach  
Dan Knapp  
Claudia Kowal  
Brenda Kutos  
Dean Lorenson  
Audrey Maione  
Tracy Niven  
Anne Marie O'Gorman  
Gregory Ohrn  
Julie O'Reilly  
Debra Phillip  
Linda Powell  
Keith Rach  
Carl Raimondi  
Vern Reimer  
Andre Reinders  
Dale Renz

### AIR MEDICAL CREW

Joe Acker  
Barb Atkinson  
Jeff Austin  
Darcy Baiton  
Brenda Barr  
Kathy Bartlett  
Jane Bartlett  
Greg Barton  
Cameron Bell  
Wes Bogdane  
Alana Bonertz  
Deb Bowers  
Rob Bryden  
Rick Chorley  
Teresa Craig  
Lucille de Beaudrap  
John Doyle  
Dean Duchscher  
Corinne Edwards  
Michael Fodor  
Hilary Foltinek  
Leslie Foulds  
Peter Godor  
Mike Gradidge  
David Harris  
Chad Hegge  
Peter Hlushak

### ADMINISTRATION

Jo-Ann Hnatiuk  
Carolyn Hogan  
Bradley Huising  
Patricia Jeffery  
Tania Johnston  
Stacey Jorgensen  
Dennis Kalynchuk  
Sarah Keeler  
Ken King  
Howard Koch  
Tracey Komant  
Mike Lamacchia  
Dorothy Latimer  
Ann Lohka  
Shona MacLachlan  
Alexis Mageau  
Maggie Mallet  
Jim Matheson  
Heather McLellan  
Donna Mattheizing  
Scott McTaggart  
Deborah Mears  
Shauna Mitchell  
John Muspratt  
Selina-Anne Muzyka  
Bob Odney  
Bruce Parsons  
Ron Pasioka  
Dawn Paterson  
Riccardo Pavan  
Clifford Reeves  
Cary Roberts  
Traci Robinson  
Paula Rose-Sharman  
Lee Sagert  
Michelle Sexsmith  
Rob Sharman  
Scott Sheldrake  
Alida Smith  
Bill Smith  
Bonnie Sproule  
Sheila Stang  
Lance Stephenson  
Joycelyn Stumm  
Mary-Lou Tourigny  
Cindy Trueman  
Carolyn Vacey  
Lori Wade  
Bernie Walker  
Norbert Werner  
Sandra Young  
Daniel Zacharuk

### AVIATION

JN Armstrong  
Alan Baldwin  
Mark Bertie  
Jeff Calvert  
Greg Cars  
Steve Curilla  
Greg Curtis  
Ben Dixon  
Ron Elson  
Fraser Gamble  
Jon Gogan  
Darren Hartley  
Philip Haworth  
Albert Hills  
Butch Hogan  
Gord Jeffery  
Ronald Kerr  
DJ LaFrance  
Ryan Libech  
Ken Mansell  
Clint Marble  
Miles Mozel  
Roy Phillips  
Andre Rioux  
Ken Ryniak  
Lynn Talbot  
Bob Toews  
Grant Wudel  
Bob Young  
Scott Young

### EMERGENCY LINK CENTRE

Ernest Corbett  
David Couch  
Claire Crawford  
Mona Dale  
Jenny Felsmann  
Dean Ferguson  
Kevin Hatch  
Nadine Klem  
Kimberly Kueber  
Carla Lachman  
Curtis Oviatt  
David Spence  
Merle Trudel  
Carrie Vansickle

### FOUNDATION

Jo-Ann Buhler-Low  
Vilma Castillo  
Darlene DeCoste  
Sheri Delf  
Cory Enns  
Elaine Fitzgerald  
Kathy Greenwood  
Debbie-Lyne Guerin  
Tim Harrison  
Pam Ison Reilander  
Anne Jones  
Nancy Klassen  
Christine Klassen  
Barry Knapp  
Phil Levson  
Kristen McGilvray  
John McKinnon  
Andrea McLellan  
Lorna McNeill  
Miriam Moisan  
Sobia Naseem  
Christina Parks  
Joni Swaile  
Rose Terzariol

### PHYSICIANS

Arun Abbi  
Rob Abernethy  
Andy Anton  
Chris Bauer  
Stan Bernbaum  
Mike Betzner  
Herman Borkent  
Lisa Campfens  
Eddie Chang  
Jon Davidow  
Rob Daloise  
Barry Diner  
Sandy Dong  
Barry Ellis  
Kevin Foster  
Mardelle Gamble  
Anders Ganstal  
Peter Gant  
Johanne Gastonguay  
Dave Hadley  
Christine Hall  
Richard Ibach  
Kathryn Irwin  
Praveen Jain  
Ken Lam  
Richard Lee

Mark MacKenzie  
Bruce MacLeod  
Gordon McNeil  
Andre Michalchuk  
Jeff Mohler  
Rick Morris  
May Mrochuk (Patton)  
Rhonda Ness  
Joanne Norum  
Sudhir Pandya  
Craig Pearce  
Jeff Plant  
Greg Powell  
Ross Purser  
Saul Pytka  
Erica Rabin  
Curtis Rabuka  
Tom Rich  
Ian Rigby  
Richard Schreier  
Wayne Sefcik  
Bill Sevcik  
Lance Shepherd  
Raj Sherman  
Sunil Sookram  
Andrew Stagg  
Warren Thirsk  
Philip Ukrainetz  
Ian Walker  
Roger Yao  
Mark Yarema  
Malcolm Young



(1)(2)(3)(4)(5)

**J.D. Hole**

President & Chief Executive Officer  
Lockerbie & Hole Inc.  
Edmonton, Alberta  
Director, Foundation  
Chairman, Director, Society



(1)(2)(3)(4)(5)

**W. Michael M. Honey**

Senior Client Partner  
Korn/Ferry International  
Calgary, Alberta  
Director, Society  
Chairman, Director, Foundation



(1)(2)(3)(4)(5)

**D. Gregory Powell, MD FRCP**

Chief Executive Officer, STARS  
Professor, University of Calgary  
Emergency Physician, Calgary Health Region  
Calgary, Alberta  
Director, Society  
Director, Foundation



(3)

**Martin G. Abbott**

Managing Director  
Tom Capital Associates Inc.  
Calgary, Alberta  
Director, Foundation



(2)(4)

**Frances Olson**

Vice-President  
Olson Management Ltd.  
Edmonton, Alberta  
Director, Society  
Director, Foundation



(5)

**Robert G. Peters**

President  
Black Diamond Land & Cattle Co.  
Calgary, Alberta  
Director, Foundation



(2)

**Gerard J. Protti**

Executive Vice-President  
Corporate Relations  
EnCana Corporation  
Calgary, Alberta  
Director, Foundation



(1)(5)

**Gordon Smillie**

President  
Smillie Ranches Ltd.  
Bassano, Alberta  
Director, Society



(6)

**Robert J. Abernethy**

Medical Director  
Rockyview General Hospital/Calgary  
Health Region  
Calgary, Alberta  
Director, Society



(3)(6)

**Mel E. Benson**

Management Services Inc.  
Calgary, Alberta  
Director, Society



(4)

**Joan Donald**

Director  
Parkland Properties Ltd.  
Red Deer, Alberta  
Director, Society  
Director, Foundation



(3)

**Peter Gant, MD FRCP**

Emergency Physician  
Calgary Health Region  
Clinical Professor, Faculty of Medicine  
University of Calgary  
Calgary, Alberta  
Director, Society



(6)

**David Topps, MD MB CHB MRCP FCFP CCFP**

Assistant Professor  
Department of Family Medicine  
University of Calgary  
Calgary, Alberta  
Director, Society



(4)

**Donna Towers**

Chief Liaison Officer  
Capital Health  
Edmonton, Alberta  
Director, Society



(1)(5)

**Wesley Twiss**

Corporate Director  
Calgary, Alberta  
Director, Foundation



(2)

**Janet Umphrey**

Vice President  
Northwest Community Portfolio  
Foothills Medical Centre  
Calgary, Alberta  
Director, Society



(2)

**Stan G.P. Grad**

President  
Sodergren Ranches Ltd.  
Airdrie, Alberta  
Director, Foundation



(1)(5)

**Art Hironaka, FCA**

Chartered Accountant  
Calgary, Alberta  
Director, Foundation



(6)

**Brian Holroyd, MD FACEP FRCP**

Chief of Service, Emergency Medicine  
Department of Emergency Medicine  
University of Alberta Hospitals  
Edmonton, Alberta  
Director, Society



(2)(7)

**Larry Korschuk**

Rancher  
Crossfield, Alberta  
Director, Society



(1)(8)

**Stephen J. Wuori**

Group Vice President & Chief Financial Officer  
Enbridge Inc.  
Calgary, Alberta  
Director, Society

**(1) Finance & Audit Committee:**

Committee Chair: Wesley Twiss  
Members: Art Hironaka  
Terry Moore  
Robert Normand  
Gordon Smillie  
Stephen Wuori  
Dr. Gregory Powell, ex-officio  
Michael Honey, ex-officio  
J.D. Hole, ex-officio

**(2) Human Resources and Compensation Review Committee:**

Committee Chair: Frances Olson  
Members: Stan Grad  
Larry Korschuk  
Alison Love  
Geoffrey Mackey  
Gerard J. Protti  
Janet Umphrey  
Dr. Gregory Powell, ex-officio  
Michael Honey, ex-officio  
J.D. Hole, ex-officio

**(3) Safety & Risk Management Committee:**

Committee Chair: Dennis Miller  
Members: Martin Abbott  
Mel Benson  
Dr. Allan de Caen  
Dr. Peter Gant  
Robert MacLean  
Murray Mullen  
Dr. Gregory Powell, ex-officio  
Michael Honey, ex-officio  
J.D. Hole, ex-officio

**(4) Governance & Nominating Committee:**

Committee Chair: Alison Love  
Members: Joan Donald  
Douglas Martin  
Dennis Miller  
Frances Olson  
Donna Towers  
Dr. Gregory Powell, ex-officio  
Michael Honey, ex-officio  
J.D. Hole, ex-officio

**(5) Investment Committee:**

Committee Chair: Douglas Martin  
Members: Art Hironaka  
Robert G. Peters  
Gordon Smillie  
Wesley Twiss  
Jim McMeekin,  
Pacific International Securities Inc.  
Michael Trattner, University of Calgary,  
Financial Services  
Graham Weir, Consultant  
Dr. Gregory Powell, ex-officio  
Michael Honey, ex-officio  
J.D. Hole, ex-officio

**(6) Retirements from Society - 2003**

Dr. Robert Abernethy  
Dr. Brian Holroyd  
Dr. David Topps

**(7) Resignations from Society - 2003**

Dr. Allan de Caen  
Larry Korschuk

**(8) Newly elected to Society - June 24, 2003**

Mel Benson  
Dr. Allan de Caen  
Janet Umphrey  
Stephen Wuori

## 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 Boards of Directors, management, staff, crews and volunteers value the benefit of teamwork and appreciate the importance of individual efforts.

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 mission. 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.

## STARS' Privacy Commitment to You

STARS is committed to protecting the privacy of the personal information that you, as members, donors, patients, volunteers, employees, and stakeholders share with us. We value and respect the privacy and sensitivity of your personal information and wish to be transparent and accountable in how we manage and treat the personal information we hold. We take the issue of privacy very seriously.

### Personal Information

Personal information includes any information that specifically identifies or distinguishes you as an individual and is provided to or collected by STARS. In distinguishing you as an individual, this can include your name, home address, age, gender, identification numbers, employment, volunteer or donor history. Business contact information and certain publicly available information, such as

names, addresses and phone numbers published in a telephone directory are generally not considered personal information. Please note that a separate but consistent privacy policy addresses the particular issues of privacy of employee and volunteer information.

### Privacy Practices

In 2001, STARS completed a privacy audit and developed privacy policies with the assistance of experts in the area of privacy matters. We developed and follow a STARS Privacy Charter, which incorporates the 10 basic fair information principles: accountability; identification of purpose; consent; limiting collection; limiting use, disclosure and retention; accuracy; appropriate safeguards and security; openness; individual access; and access to complaint process.

### Safeguards for Personal Information

STARS endeavors to maintain physical, technical and procedural safeguards that are appropriate to the sensitivity of the personal information in question. These safeguards are designed to prevent your personal information from loss and unauthorized access, copying, use, modification or disclosure. On an ongoing basis, we educate our volunteers and employees about the safeguarding of personal information.

Together, our safeguards and policies help ensure that your personal information is used appropriately and responsibly in achieving the purpose for which it was shared and collected from you. Through contractual obligations, we also require our contractors and suppliers to comply with our privacy policies.

### Collecting, Using and Disclosing Personal Information

Unless authorized or required by law, your personal information is only collected, used and disclosed with your consent. We understand that, depending on the sensitivity and nature of your personal information, your consent may be written or verbal, express or implied. Upon giving us notice, your consent for any collection, use or disclosure of your personal information can be withdrawn at any time. In all instances, STARS personnel only collect, use and disclose your personal information on a 'need-to-know' basis and only for such purposes that are reasonable.

We may collect personal information from you during the course of various activities, for example for the purposes of fundraising events, projects or campaigns, training sessions, tours and orientations, and processing your purchase of any STARS products. Your personal information may also be collected to process and determine eligibility for volunteer and associate membership with STARS, to process your gift and donation receipts, to forward information and communicate with you regarding ongoing fundraising activities, to conduct surveys for statistical and research purposes, and to contact you to verify the accuracy of your information.

We use personal information for the purposes of managing our volunteer, donor, and recognition programs and for developing new programs. Quality assurance is important to us and information statistics assist us in being effective, safe, and resourceful with the resources and gifts provided to STARS for carrying out the mission and vision of the organization. Where possible, we attempt to

use aggregate (non-identifiable) information in the place of identifiable information. STARS may also need to engage a third-party, for example, to provide administrative or support services to us whereby the third party may need to use personal information. In these cases, the third-party is bound by our privacy policy and privacy practices.

In general, personal information is only disclosed for the purposes it was collected. We assure you that STARS does not sell our donor or volunteer lists to other organizations. Personal information can be disclosed without your consent if the information is publicly available. When processing your "In Memoriam" donation, it has been a reasonable expectation of you as the donor to have your name and address forwarded to the next of kin, or to the individual(s) you identify to us, to inform them of your thoughtful gift to STARS on behalf of their loved one. As part of our recognition program, we may publish donor names in STARS publications, such as our annual report, newsletter and recognition releases. In all of these cases, this implied consent can be withdrawn at any time.

Personal information may be used and disclosed between affiliated STARS entities as outlined in the Note to this Privacy Policy, taking into account sensitivity of the information and the regulatory and legislative requirements applying to each entity.

### Personal Health Information

Patient health information is collected, used and disclosed in accordance with the Health Information Act and other applicable privacy laws (collectively the "Privacy Laws"). Patient health information is highly sensitive and it is of utmost importance to us that this information is well safeguarded. Your health information is generally collected, used and disclosed in accordance with the Privacy Laws to provide continuity of care to you. Unless an exception exists in the Privacy Laws, your written consent is generally required for a disclosure of your health information.

### Your Wishes are Important to Us

We seek your confidence and trust on how we collect, use and disclose your personal information. We encourage you to express any wishes you may have on how we collect, use or disclose your personal information. For example, you may wish not to have your name included in a direct mailing list or recognition listing. We routinely provide individuals notice and opportunity of this choice through our correspondence, newsletters and recognition listings.

Depending on the type of information you may decide not to share with us, we might be limited in our ability to provide some ongoing information about STARS to you, for example regular mailings or volunteer program information.

We kindly request that you contact us to update your file if you have any change to your contact information or other personal information shared with us. This will assist us in maintaining the accuracy of your information.

#### Access to Your Personal Information

You can access the personal information that we hold about you. You may send a written request to the attention of the STARS Privacy Officer at the contact information listed below. STARS will then advise you in writing whether we hold such personal information and the type and nature of this information. When requesting access to your personal information, please note that we may request specific information from you to enable us to confirm your identity and right to access, as well as to search for and provide you with the personal information that we hold about you. We may charge you a fee to access your personal information; however, we will advise you of any fee in advance. We may also require a deposit before your access request is processed. If you require assistance in preparing your request, please contact the office of our Privacy Officer.

Your right to access the personal information that we hold about you is not absolute. There are instances where applicable law or regulatory requirements allow or require us to refuse to provide some or all of the personal information that we hold about you. In addition, the personal information may have been destroyed, erased or made anonymous in accordance with our record retention obligations and practices.

In the event that we cannot provide you with access to your personal information, we will endeavour to inform you of the reasons why, subject to any legal or regulatory restrictions.

#### Website and e-mail Communication

We use password protocols to protect personal and other information. We are regularly reviewing security, business recovery and information protection practices as technology and complexity increases to ensure that we maintain the security and privacy of your information. Our website may contain links to other sites which are not governed by our Privacy Policy. On our website, we may monitor traffic patterns, site usage and related site information to optimize our ability to provide information about STARS to you.

Please note that e-mail transmission is not always a secure method of communication and that any personal or confidential information sent to us or sent to you by e-mail cannot be reliably protected.

#### Updating of Privacy Policy

We are regularly reviewing our privacy practices for our various activities, and will update our policies as required. This website can be reviewed on an ongoing basis for our most up-to-date information.

There are a number of privacy laws to which STARS must adhere and we are continually monitoring the development of federal and provincial legislation in reviewing our policy compliance and consistency with the legislation.

#### Contact Information

If you have any questions or concerns relating to STARS' privacy policies and practices for personal information, please feel free to contact us at [privacy@stars.ca](mailto:privacy@stars.ca) or in writing to the office of our Privacy Officer:  
**STARS, 1441 Aviation Park, Box 570, Calgary, Alberta T2E 8M7. Attention: STARS Privacy Officer**

Note: The Alberta Shock Trauma Air Rescue Society ("STARS Society"), the Alberta Shock Trauma Air Rescue Service Foundation ("STARS Foundation") and the Shock Trauma Air Rescue Society (Canada) ("STARS Canada") are non-profit and registered charitable organizations. The STARS Foundation is also designated as a public foundation. STARS Aviation Canada Inc. ("STARS Aviation") is a wholly owned subsidiary of the STARS Society and is a taxable Canadian Corporation. Collectively, this group is known in the community as STARS. Each entity may be subject to different privacy legislation, whether federal or provincial, depending on legal, legislative and/or contractual requirements. In addressing this complexity, the STARS Privacy Charter encompasses the 10 basic principles of fair information practices and is committed to responsible and reasonable handling of your personal information.

## Organizational Information

### STARS Leadership Team

**D. Gregory Powell, MD FRCPC**  
Chief Executive Officer

**JN Armstrong, MD FRCPC ATPLH ATPL**  
Vice President, Medicine & Aviation

**Phil Levson, MSW**  
Vice President, STARS Foundation

**Dale R. Renz, CA CFP**  
Vice President, Finance & Administration

**Arun Abbi, MD FRCPC**  
Associate Medical Director, Calgary Base

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

**Cam Bell, EMT-P**  
Medical Base Manager, Calgary Base

**Michael J. Betzner, MD FRCPC**  
Senior Medical Director  
Director, STARS Human Patient Simulator Program

**Herman Borkent, MD CCFP**  
Medical Director, Edmonton Base

**Greg Cars**  
Aviation Base Manager, Edmonton Base

**Phil Haworth**  
Operations Manager

**Tania Johnston, BScN, EMT-P**  
Medical Base Manager, Edmonton Base

**Kenneth C. L. King, BComm**  
Senior Manager, Communications & Special Projects

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

**Mark MacKenzie, MD CCFP-EM**  
Assistant Medical Director, Edmonton Base

**Ken Mansell, GCC MechEng.**  
Director of Maintenance

**Linda J. Powell, BScPT**  
Executive Administrator, Assistant to the Boards

**Lance Stephenson, EMT-P, M.E.M.**  
Public Information Officer & Special Projects

### Offices

**Head Office**  
1441 Aviation Park N.E., Box 570  
Calgary, Alberta T2E 8M7  
Phone: 403.295.1811  
Fax: 403.275.4891

**Calgary Base**  
1441 Aviation Park N.E., Box 570  
Calgary, Alberta T2E 8M7  
Phone: 403.295.1811  
Fax: 403.275.4891

**Edmonton Base**  
Building 16, 29 Airport Road  
Edmonton, Alberta T5G 0W6  
Phone: 780.447.5492  
Fax: 780.447.5493

### Auditors

Grant Thornton LLP  
Calgary, Alberta

### Legal Counsel

Bennett Jones LLP  
Calgary, Alberta

### Bankers

Bank of Montreal  
Calgary, Alberta

Royal Bank of Canada  
Calgary, Alberta

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