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Executive Director Report – Annual General Meeting October 5, 2017

What a privilege to bridge families in need with the support of their community and what a pleasure to work with such an amazing group of people. I totally agree with our Facebook shout-out: YANA PEOPLE ARE AWESOME!

Our clients experienced tremendous health challenges this past year and YANA responded with increased travel funding and accommodation support. Compelled by our clients’ brave stories and our commitment to increase level of support, staff, board directors and volunteers worked extremely hard at fundraising with tremendous success. Our community got behind our efforts, responding generously as they have since YANA’s inception 31 years ago. The legacy of caring and compassion passed on by our founder, Sandra Williams, is stronger than ever and we are proud to act as stewards of this generosity.

The following report summarizes our programs with a focus on YANA’s 2016-17 fiscal year.

OUR COURAGEOUS CLIENTS

This past year we helped 172 children from 156 families, assisting with 345 medical trips (all measures significantly higher year-over-year, Figure 1). Our clients reside across communities within School District 71 including Denman and Hornby Island with half (56%) of the service records attributed to Courtenay residents and nearly a quarter (21%) to Comox residents. These medical trips were to Vancouver (55%), Victoria (34%), Nanaimo (9%) and a very small proportion to other locations. We experienced a shift this year compared to last with more clients accessing medical services in Victoria and fewer in Vancouver, which fits with Island Health’s objective to keep island patients on the island.

Figure 1 – YANA Client Care

YANA	2017	2016	2015	2014	2013	% change 2017 to 2016
Clients	172	141	146	134	100	22%
Families	156	126	128	119	95	24%
Service Records	384	334	358	309	272	15%
Medical Trips	345	303	326	272	~	14%

Most of the medical trips we supported required overnight stays (84%) with YANA helping families to access free accommodation either by booking accommodation directly for clients, through reimbursement of accommodation receipts or by referring clients to other programs to cover accommodation expenses.

As Figure 2 indicates, we helped with medical trips for children of all ages with elementary-school children making up the largest proportion. The age profile has shifted year-over-year with YANA supporting more in-utero, pregnancy and infant cases. Our vision is to facilitate equal opportunities for families to access quality

medical care. Fortunately our definition of medical care is broad enough to cover the wide variety of services that our clients require (Figure 3). Consistent with our clients' age profile, we saw an increase in medical travel due to high-risk pregnancy and birth complications.

Figure 2 – YANA Service Records by Age 2016-17

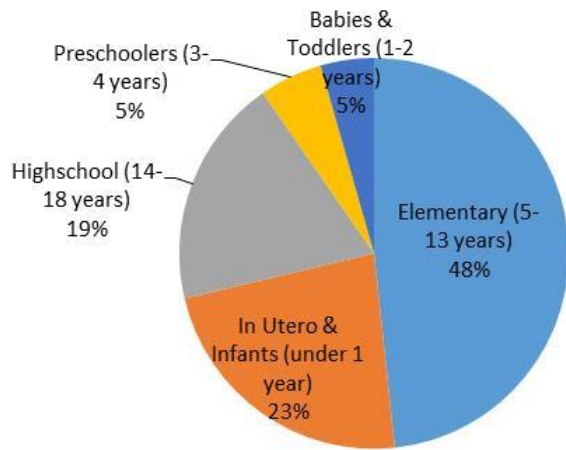


Figure 3 – Reasons for Medical Travel

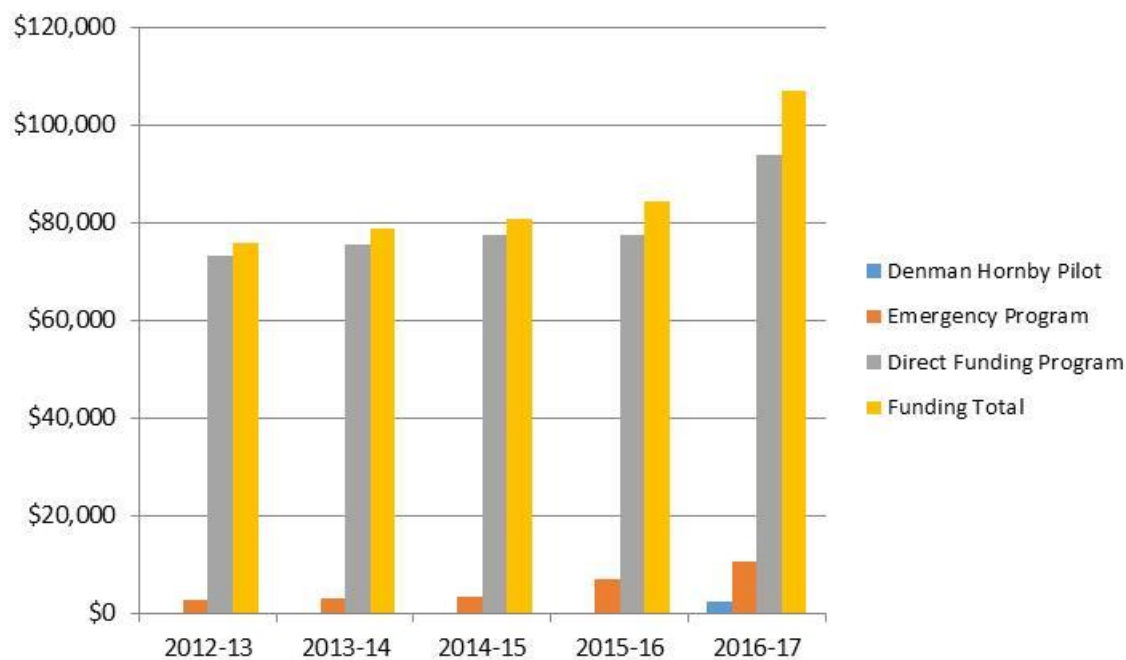
Reason for medical travel	% of service records (n=384)
Cancer	14
Birth-related	12
Neurology-related	10
Gastroenterology-related	8
Respiratory-related	7
High-risk pregnancy	7
Endocrinology-related	7
Orthopaedics/Spinal	5
Autism/ADHD/Assessment-related	4
Cardiology-related	4
Ophthalmology-related	4
Surgical	4
Specialty Dental/Tongue Tie Reversal	3
Mental Health/Psychiatry	3
Allergy/Immunology/Biochemical	2
Audiology/Hearing-related	2
Urology-related	2
Multi-system Disease (i.e. Cystic Fibrosis)	2
Dermatology-related	1
Genetics Testing/Rare	1
Undefined	1

FAMILY FUNDING

This past year we provided \$106,900 in funding, which is up significantly from the year previous (27%, Figure 4). The overall increase can be attributed to the increase in the number of families we served, the nature of

their medical circumstances, the implementation of the Denman Hornby Pilot Program and the YANA Board of Directors' decision to increase the base funding for Vancouver trips (from \$100 to \$125) and the daily amount for all trips (from \$25/day to \$30/day). Providing more to the families we serve and outreaching to more families in the Comox Valley is something to be very proud of and something that is only possible with the continued support of our community.

Figure 4 – Family Funding for Medical Travel 2013 – 2017



Direct Funding Program

Through our direct funding program, funds are distributed to families to use, at their discretion, to assist with financial needs related to accessing medical care for a child or a pregnant mother away from home. We work directly with clients to develop a care plan. Central to this is determining the funding amount based on the location and duration of the required health care. YANA has a funding formula to guide decision-making and we factor in whether a family can access other support systems like the Travel Assistance Program offered by the BC Government. Families provide documentation verifying their required time away or we work together to ensure all necessary administration is complete.

Figure 5 – Duration of Medical Trip

Duration of Medical Trip	% of Medical Trips (n=345)
Daytrip	18%
Overnight trip	30%
3 days	22%
4-7 days	14%
8-14 days	7%
15-31 days	7%
Over 1 month-3 months	3%
More than 3 months	0.3%

The duration of medical trips ranged from a day (18%) to stays of up to 240 days (Figure 5). The average length of stay was 7 days with half of our families making multiple trips a year (Figure 6). In total, YANA families had to spend 2,325 days away from home and we were glad to be able to play a part in easing this burden.

Figure 6 – YANA Services

Services Per Year	% of Clients (n=171)
10 or more services/year	2%
7-9 services/year	4%
5-6 services/year	5%
3-4 services/year	14%
2 services/year	25%
1 service/year	50%

Funding guidelines ensure we distribute funds fairly and help us manage program expenses with some certainty. Funding amounts are adjustable in special circumstances. We have a Client Services Committee to assist with decision-making when necessary. The committee also provides guidance to ensure our care aligns with YANA’s mandate. Thank you to Laura Bomback, Ron Arksey and Kate Berg who were members of the Client Services Committee for the 2016-17 year.

Emergency Funding

\$1,000 is safely stored in the Maternal Child Unit at the local hospital to sustain our very important gateway program known as our Emergency Funding Program. The emergency funds are dispersed to families who have a child or a pregnant mother who requires emergency medical transport from the Comox Valley hospital to another location for medical treatment. \$200 is given to each family along with a letter of introduction to YANA’s services and an invitation for the family to contact us for further help when they reach their treatment destination. Last year we provided \$10,600 in emergency funding at St. Joseph Hospital, which is up from the year previous due to an increase in the number of cases (Figure 4). Our emergency program will continue at the new Comox Valley campus of the North Island Hospital.

ACCOMMODATION

YANA maintains four fully furnished apartments at 3300 Oak Street in Vancouver within walking distance of Children’s Hospital and also assists with finding and funding accommodation in alternate treatment destinations. Whether through referral to other programs or by covering accommodation directly, YANA ensures that families have free access to accommodation. YANA also assists with accommodation expenses for residents of Denman and Hornby Island when a child or pregnant mother needs to be at or near the Comox Valley hospital for multiple days.

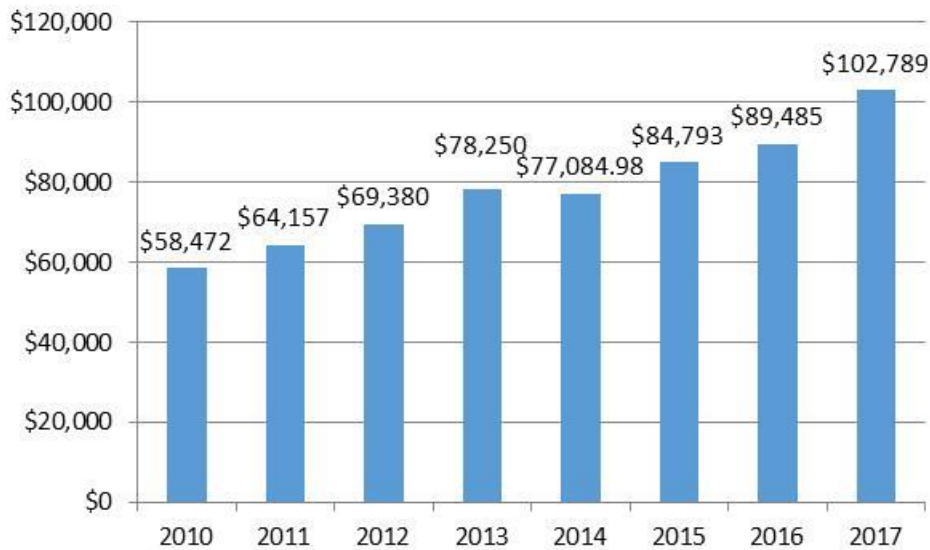
Last year, YANA directly contributed to families’ accommodation expenses for the majority (58%) of overnight trips that required paid accommodation.

As Figure 6 indicates, YANA’s accommodation program is growing. The cost to rent and maintain our apartments remains fairly stable so the growth is driven primarily by stays in hotels which YANA provides to clients when alternative, suitable low-cost accommodation is unavailable or not easily accessed. Some of the

growth can also be attributed to the Denman Hornby Pilot Program. Demand on accommodation resources appears to be growing which could increase YANA's accommodation expenses in the future.

Recent and future changes in accommodation facilities managed by other agencies could improve service to our clients and could potentially lower our accommodation costs. For example, the Teck Acute Care Centre for newborn babies at BC Women's Hospital is leading edge in quality care and may reduce pressure on accommodation resources in Vancouver and potentially in other locations if referral patterns change. The hopeful addition of a housing facility near Nanaimo Regional Hospital will also better accommodate our families at a lower cost. YANA sits on the steering committee for this potential project.

Figure 6: YANA Accommodation Program 2010 – 2017

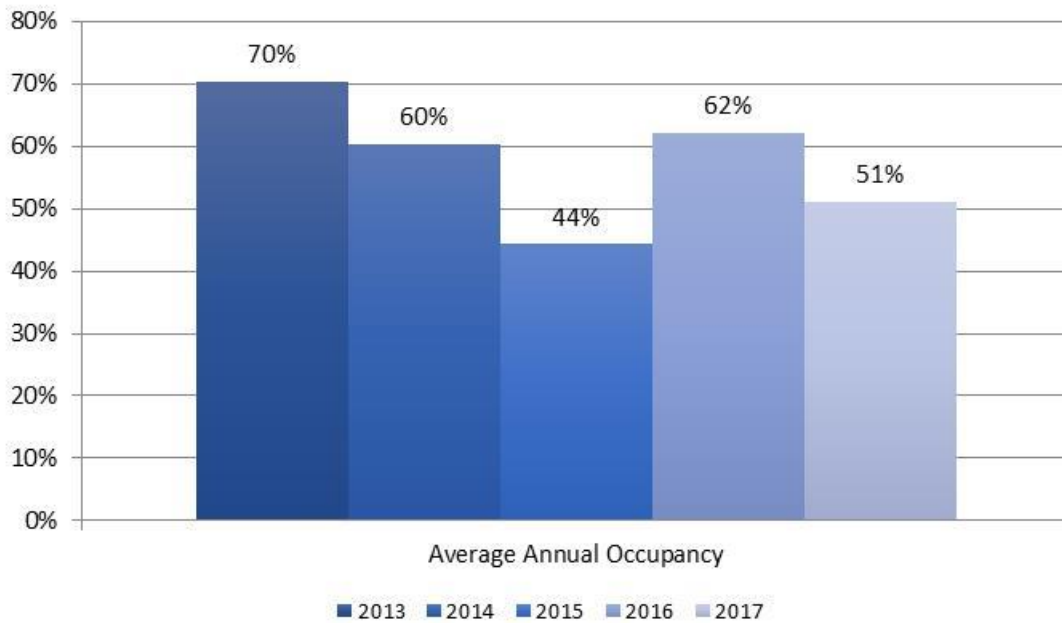


YANA Apartments

The YANA apartments tend to be used by families staying for many days in Vancouver (15 days on average). Eighteen percent of overnight trips included stays at the apartments, accounting for 675 room nights. The YANA apartments are well-kept, tidy and stocked with basic necessities. Families are required to clean the apartment prior to their departure. We continued with our annual cleaning and maintenance plan to ensure professional cleaning happened at least once a year and necessary repairs were handled. The building manager and our Vancouver-based volunteer help us maintain quality standards at the apartments.

While there are many accommodation options in Vancouver, there are few that offer the privacy and close proximity to BC Children's Hospital. Our apartments also fill an important service gap as not all housing programs accommodate the variety of medical conditions that our clients face or provide free accommodation for as long as required. As Figure 7 indicates, occupancy at the apartments is variable year over year. Having four apartments has provided latitude in booking the apartments. The annual average occupancy for all four apartments was 51% this past year, down from the previous year. We will continue to monitor this data to ensure our capacity aligns with need.

Figure 7 – Average Annual Occupancy at Four YANA Apartments 2013 – 2017



DENMAN HORNBY PILOT PROGRAM

In response to learning about the unique needs faced by Denman and Hornby residents due to the remote aspect of the islands and challenges related to accessibility, YANA implemented a pilot program on June 1, 2016. The pilot ran for a year with seven cases supported: five related to birth, two related to sick infants. We received excellent feedback about the pilot program from Comox Valley healthcare workers and from the clients we supported. The YANA Board of Directors approved the program as an ongoing service to Denman and Hornby residents July 6, 2017 according to new program parameters and will continue to evaluate the relevance of the program and YANA’s ability to offer it.

CLIENT CARE PARTNERSHIPS

St. Joseph’s Hospital was an important community partner as we work together to carry out our emergency funding program. Local physicians, midwives and healthcare workers are also critical partners as they refer clients to YANA and also assist with verification related to clients’ need to travel for medical care.

Other community partners include the Comox Recreation Centre and the Lewis Centre. Frontline staff distribute funding envelopes and correspondence to local families at convenient times for our clients which allows us to keep modest office hours, reducing our costs.

The Children’s Health Foundation of Vancouver Island (CHFVI) operates and funds Jeneece Place, which provides short and long term accommodation for Vancouver Island families when they have a child receiving care in Victoria at a subsidized cost. Jeneece Place is located on site at Victoria General Hospital and offers cleanliness, convenience and comfort. Fourteen percent of our clients’ medical trips included a stay at Jeneece Place with YANA covering the expense. Jeneece Place experienced high occupancy rates this past year, but they consistently made an effort to accommodate our clients despite the increased occupancy. Sometimes our high-risk pregnancy cases got reassigned to other accommodation because cases involving children took priority. Maintaining a good working relationship with Jeneece Place is very important to us.

The Children's Health Foundation of Vancouver Island also administers the Bear Essentials Fund which helps families cover unexpected or extraordinary expenses related to their children's health and special needs, especially families whose needs fall between the cracks of other available programs or are of an urgent need. YANA is a referring agency for the Bear Essentials program. We make program information and forms available to our families and help them with the application process. When applications are approved we pay for the expense in a timely manner and get reimbursed by the Children's Health Foundation. We successfully facilitated three applications this past year, which resulted in \$1,936 being granted to our clients (fewer applications than last year). As YANA's case load grows, it will be important to carve out time with client families to ensure we learn about their unique needs so that referral to this program can continue.

YANA works in partnership with the BC Family Residence Program (BCFRP) to fulfill accommodation needs in Vancouver. The BCFRP provides subsidized accommodation for families whose child is receiving care at BC Children's Hospital or Sunny Hill Health Centre for Children for up to 30 days per stay. We refer YANA families to the program for short stays and when our apartments are full or are not suitable. Over a third (35%) of the overnight medical trips we funded included accommodation provided by BCFRP. Another way we partner with this program is that the YANA apartments are an approved accommodation with BCFRP such that we are able to invoice the program \$50 per night for qualified families who stay in the YANA apartments. We received \$10,300 from BCFRP this past year, down slightly from last year.

We work closely with social workers at the Nanaimo Regional Hospital and continue to develop relationships with social workers in Victoria and Vancouver. In many cases, social workers identify need and help Comox Valley families connect with our services. I would like to continue to build these relationships and strengthen our connection with social workers at BC Children's Hospital, BC Women's Hospital, Victoria General Hospital, Ledger House and Queen Alexandra Centre for Children's Health.

Thanks to research conducted by Board Director, Ron Arksey, we have a resource that identifies other programs and services available to children and families. This has built our capacity around referrals, to ensure our clients have access to as much support as possible and to respond better to public calls requesting information.

The nursing program at North Island College acted in partnership with YANA this past year. Various students helped us with outreach and fundraising, but one nursing student in particular focused her research on ways to enhance YANA's program. Mollie Imrie studied the efficacy of online support groups and provided recommendations regarding developing a peer support program. She also suggested an online referral form for health care providers. I hope to implement some of Mollie's recommendations next year.

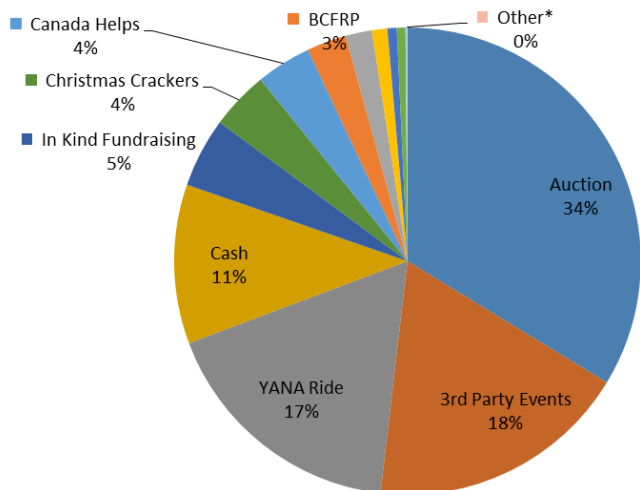
COMMUNITY AWARENESS & COMMUNITY-LED FUNDRAISING

In our daily work, we support families experiencing incredible challenges and sometimes unimaginable heartache, it's imperative that we also take time to appreciate the joy that families bring. Our events allow us to do this and have become an important part of the culture that is YANA. YANA events raise awareness about our programs and also connect supporters to our cause.

Ocean Varney's important role as our Community Relations Coordinator has strengthened our capacity to support community fundraising efforts, to engage volunteers and to optimize our use of social media. She is a pleasure to work with and truly loved by all. We saw a 17% increase in Facebook page likes over last year and now have over 2,500 friends to connect with.

YANA was the beneficiary of funds raised through numerous third party events this past year. In fact, 18% of our total revenue was generated from this type of fundraising in 2016-17 (Figure 8). Third-party fundraising is down year-over-year. We will need to continue our efforts to promote and attend events and also continue to nurture our relationships with the community champions who make the events happen. Our wonderful team of board directors and ambassadors play a huge role in this area and are most appreciated!

Figure 8: YANA Income



YANA’s website continues to be an excellent tool to build awareness about our services and to engage supporters through news posts, client stories, acknowledgements and event information. Medium Rare Interactive maintains our website and worked on some development this past year, most noteworthy was implementing an online event calendar and integrating our site with a direct email program.

Nicola North designs most of our print materials throughout the year. She is consistently professional, timely and talented. Michael Johnson is our volunteer graphic designer for the Simon’s Cycles YANA Ride expertly designing everything from cycling maps to ride jerseys. He also worked on the community awareness project provided by Coastal Transportation and Storage. Karen McKinnon volunteers her photography talent to YANA, capturing beautiful images of some of our clients to use in promotional materials. We are so fortunate to have these talented artists on our team!

Ocean, Kate and I attended professional development workshops related to the importance of storytelling. Sharing stories with the permission of our clients continues to be an important priority for YANA. Thanks to The Record’s Valley Vonka Campaign, we published four articles focused mostly on our programs with family stories weaved within. We curated a few more stories in conjunction with our board-led fundraising events and will continue to develop in this area through an exciting professional development opportunity that our entire staff and board will participate in this fall.

We saw a 13% increase in cash donations this past year but a more significant decline in online donations through Canada Helps. We should continue to monitor this and understand trends related to how people are giving and how people want to give and respond appropriately. Our efforts traditionally have focused on fundraising events, but we need to focus on developing an effective donation campaign and ensure YANA is optimizing direct giving opportunities, particularly through our online giving platform, Canada Helps. Increasing

donations to YANA and finding alternative funding sources will be required moving forward given our growing program and operational costs.

For more specific information related to this topic, see the Community Relations Report.

BOARD-LED FUNDRAISING

As mentioned, YANA events have become an important part of the unique culture and loving spirit that surrounds the work we do in the community. Our board fundraising initiatives have grown over the years with the Big Love Benefit and the Simon's Cycles YANA Ride showing significant increases year-over-year, 13% and 23% respectively.

We continued to work closely with Simon's Cycles and engaged a strong volunteer committee to plan and deliver the fourth Simon's Cycles YANA Ride, raising \$55,000 and hosting a cycling event that was all about fun, fitness, family and fundraising. Patti Fletcher, Alexandra Khan, Jill Grant, Andi Davies, Kelly Rusk, Ocean Varney, Maureen Wagner, Michael Johnson and I sat on the planning committee for the 2016 YANA Ride. Many thanks to this dedicated committee and to all the cyclists, sponsors and volunteers who made the event possible. Planning for the 2017 YANA Ride started early with some changes to the committee, in particular Kate Berg taking on the Run Bike Coordinator position, Ron Arksey stepping in as Set Up Coordinator and Joanna Ross acting as the Lunch Coordinator. More on the success of the 2017 ride in next year's report.

The YANA Christmas Crackers campaign was another successful, sold-out fundraiser. Through this initiative we generated some fantastic public awareness with the 5,000 crackers sold containing a message about our mandate. We also engaged a large number of people to build the crackers and enjoyed having the opportunity to connect with a different group of volunteers. Thank you to Lesley Hunter who has chaired the Christmas cracker campaign for a number of years and continues to nurture this well-loved Comox Valley tradition. We are seeking a lead volunteer to manage this campaign in the future and are also challenged to find an inexpensive source for the cracker snaps as our original supply will be depleted after the 2017 campaign.

The Big Love Benefit, formerly known as the YANA Dinner & Auction, is an annual event where friends come together for food, fun, laughter and celebration. Tickets sold out in minutes and we continued the tradition of hosting a gathering filled with love and generosity. \$92,500 was raised at the event which is record-breaking! A generous group of business sponsors got behind the event again this year as well as a vast number of auction donors. Tria Fine Catering provided a delicious buffet dinner and dessert, followed by a heart-felt presentation by McKinnon Photography that showcased one of our special YANA families. Auctioneer Dave Stevens led an exciting live auction where guests had the opportunity to bid on amazing packages. The event came together with a tremendous amount of involvement from committee members, canvassing volunteers, gala volunteers and special contributors including Adil Amlani, Ron Arksey, Kate Berg, Laura Bomback, Tracy Bono, Lauren Clark, Judy Cryer, Andi Davies, Marcie Dumais, Shauna Duncan, Harmony Dyck, Justyna Ennis, Samuel Ennis, Sue Finneron, Ivy Gordon, Barry Hower, Jennifer Hoar, Brenda Hunt, Larry Hunt, Meghan Hunt, Lesley Hunter, Sherri Kennedy, Kaleen Lohnes, Hugh MacKinnon, Marguerite Masson, Carolin Mattice, Joan McCaughey, Harvey McDougall, Karen McKinnon, Pauline Meyers, Colette Montgomery-Rodgers, Val Moore, Marcel Moose, Fran Nasadyk, Darlene Nelson, Nicola North, Bill Parkinson, Debbie Pearson, Erin Petersen, Joanna Ross, Kelly Rusk, Loretta Semple, Sonny Slater, Christopher Smith, Erica Spizawka, Dave Stevens, Victoria Tang, Cassandra Taylor, Bob Wells, Ocean Varney, Collete Volkman, Richard Verrier, Adam Wunderlich and the Youth Leadership Crew. We are seeking volunteers to assist with specific aspects of the 2018 event and to help with canvassing.

The YANA Kids' Clutter Sale is led by volunteers Tanya Del Bianco and Meghan Hunt with support from Judy Cryer. This consignment sale happens twice a year (fall and spring) and the organization and process improves with each sale. The Courtenay Elementary School location works well and we are very grateful to School District 71 for gifting YANA the rental space. Our gratitude also goes to Coastal Transportation & Storage who store and transport the racking system for us. This sale is an excellent opportunity for families to sell their wares and to buy inexpensive children's items so by hosting the sale we're providing a service to families. We earn just less than \$2,000 per sale so about \$4,000 is generated annually from Kids' Clutter.

We continued our work with School District 71 staff and students to increase awareness of our mandate through YANA Week in the Schools. Some schools choose to fundraise for YANA during this dedicated week or at other times of the year. \$2,200 was generated from school-based fundraising this past year. A big shout-out to Hugh Mackinnon who leads this initiative and spends time in the schools explaining YANA's role and educating students about social responsibility and how they can make a difference in their community.

OPERATIONS

In 2016-17, we operated with two part-time staff (myself and Ocean Varney) and two casual relief staff (Joan McCaughey and Kaleen Lohnes). Lesley Hunter continues to volunteer twice a week during drop-in office hours providing administrative and reception services with Darlene Nelson also working in the office on a regular basis. Marcel Moose, YANA Treasurer, is involved in all aspects of our financial operations and ensures we work to the highest standards. Sincere thanks to Jacqueline Moore, our diligent bookkeeper. Jayne Forbes volunteers as needed in Vancouver to assist with apartment access and maintenance, a critical role. All our fundraising work is supported by our Board of Directors and a large team of volunteers. Loretta Semple requires special mention as a regular, committed volunteer as she has sustained YANA's coin collection for many years and the consignment store fundraiser.

The addition of relief staff to cover client services was a very important sustainability and succession step. Joan and Kaleen were hired and trained at the beginning of this past year. To prepare for their training, an operations manual was further developed and processes were set up to share the work and to ensure continuity of care no matter who was covering client services. A laptop and cell phone were acquired to facilitate their work. Their primary role is to manage YANA's program in my absence or when my focus is required elsewhere. Our clients are in extremely good hands with Joan and Kaleen and I appreciate being able to step away from client services with confidence and to stay on top of my workload. As YANA's case load grows and more fundraising is required, more relief time may be required. We might also consider training our casual staff to provide support to the Community Relations Coordinator position to ensure all our staff are well-supported.

Our Human Resources Committee of the Board includes Marcel Moose, Judy Cryer, Kelly Rusk and Laura Bomback. These directors join me in decision-making related to staff and, independent of me, lead decisions related to the Executive Director position. Our biggest accomplishment last year was implementing a professional development policy for YANA.

GOVERNANCE

Judy Cryer, President of YANA from 2009 to 2017, is retiring from her role this year. Judy has many strengths but her willingness to do anything and everything truly shines as her greatest gift. She has been essential in maintaining a robust organization to support local families. Fortunately, Judy will continue with YANA as a volunteer. Kelly Rusk, Vice President of YANA, will step into the president role and our Board Nomination

Committee (Adam Wunderlich, Lauren Clark and Kelly Rusk) will recommend candidates to fill board vacancies following a new application and selection process.

Our key governance priorities last year were revisions to our constitution and bylaws as required by the New Societies Act. All necessary actions have been completed.

CLOSING

In summary, YANA continues to be an important community resource for local families. Our organization remains surrounded by generosity and volunteerism. The community support received by YANA in 2016-17 is an excellent example of how deeply our organization is rooted in the Comox Valley and how much this community cares about children and families. YANA is honoured that our values are shared by so many people.

Marcie Dumais | YANA Executive Director