

June 23rd, 2016

Annual Report

Fiscal Year 2015—2016

A Commitment to Recovery.

A Commitment to Quality.

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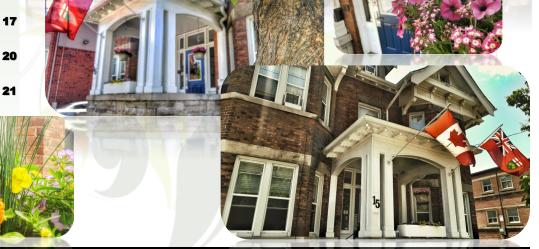
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Board of Directors





^{*} Resigned during the year.

Contact Information

Wayside House of Hamilton

15 Charlton Avenue West Hamilton, Ontario L8P 2B8

Fax: (905) 528 7057











A Commitment to Recovery. A Commitment to Quality.

Dedication & Foreword

This An<mark>nual Report is dedicated to those wh</mark>om we serve. To men who turn to us for stability, education, direction and support. To men who deserve access, understanding and respect. To men who should always have the choice to live their recovery on their terms.

This report is also dedicated to the men we lost this year. We acknowledge the following brave individuals who are no longer with us: Doug, Larry, and Narpinder.

It is these men who truly represent the purpose of our service. They have humbled all of us and we will hold their memory and desire for recovery as the cornerstone for all that we do.

Clinical Staff

Regan Anderson—Chief Executive Officer

Bobby Silva—Clinical Supervisor

Colleen Abi Rashed—Administrator

Robert Primrose—House Manager

Ryan Kitchen—Counsellor

Ron Johnston—Counsellor & Intake Lead

Bob Gaal—Counselor

Craig White—Counsellor

Ken Barwick—Counsellor

Ray Bryan—Counsellor

Amit Parmar—Counsellor

Brent Jones—Counsellor

Julie Todd—Counsellor

Jeff Brabant—Counsellor

Jason Pa<mark>lmer—Counsellor</mark>

Rochelle White—Counsellor

Steven Presta—Counsellor

Paul Rice—Counsellor

Andrew Span—Quality Improvement & Special Projects

Suzanne Edwards—Hepatitis C Coordinator

Jane McQueen—Hepatitis C Registered Nurse

Jason Paulley—Hepatitis C Team

David Baskin—Hepatitis C Outreach





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Organizational Overview

Wayside House of Hamilton is a not-for-profit community-based charitable organization, dedicated to empowering the alcohol/drug dependent male to accept and sustain a purposeful life of sobriety.

Through education, counselling, advocacy, support and caring we strive to improve the quality of life for the substance dependent male through the provision of addiction knowledge, social and life skills in a substance free environment. All services of Wayside House of Hamilton are open to everyone regardless of race, colour, creed, ethnic origin, sexual orientation, religion, or economic circumstance.

Wayside House of Hamilton seeks to remain on the cutting edge of innovation while enriching the client experience, as well as empowering individuals to take control and redefine their lives. By maintaining a standard of excellence, Wayside House of Hamilton seeks to facilitate change and recovery, keeping a multi-faceted and individually based approach. 2015-16 saw great steps taken towards improvement and innovation.











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Our Mission

As a community-based not-for-profit charitable organization, Wayside House of Hamilton is committed to residential addiction treatment and supportive housing for males and transitional male youth by providing quality evidence-informed programming through integrated services and partnerships in the province of Ontario.

Our Vision

To be the provider of choice for men's substance-dependent abstinence-based services.

Our Guiding Principles

- (a) Integrity
- ® Responsibility
- Accountability
- © Cooperation
- Collaboration
- ⊗ Sustainability
- Accessibility
- Quality
 Improvement









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Our Beliefs

- Recovery from substance dependency is possible and achievable;
- Every individual has a right to recovery;
- Developing and fostering a client-centric environment to empower individuals to take responsibility and accountability for their own recovery, needs, strengths and weaknesses, and goals;
- © Confidentiality and trust are paramount in maintaining an environment where individuals can recover;
- The care-path for every client should include the components of the social determinants of mental health and addiction: specifically, freedom from discrimination & violence, social inclusion, and access to economic resources.

Our Values

- Integrity and accountability at every level of the organization and its' interactions;
- An ethical framework based on evidence-informed best practices;
- Respect for diversity, embracing differences and ensuring a discrimination free environment.

Our Philosophy

In support of Wayside House of Hamilton's vision, mission, and values, we will consistently provide high quality services to enable men to recover and maintain abstinence from substance dependency.

We are committed to continuous, long-term improvement so that we may consistently meet the needs of the individuals we serve.

Our primary measure of service success is a positive outcome as indicated and determined by the clients we serve, whose best interest remains at the center of all decisions made.

We believe that alcohol and drug addiction is not a character flaw or a moral failing but rather a chronic health condition which deserves to be treated with care, backed by evidence-informed treatment in a safe environment that fosters consistent, positive outcomes.

It is the philosophy of Wayside House of Hamilton that we will:

- Embrace a culture of continuous improvement, critical thought, and innovation;
- © Empower the client to take ownership and responsibility for their program;
- Employ best practices in our service delivery and ensure treatment of the highest quality.





Achieving Accreditation

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Canadian Centre for Accreditation

Excellence in community services

Centre canadien de l'agrément L'excellence en matière de services communautaires T 416-239-2448 F 416-239-5074
500A-970 Lawrence Avenue West, Toronto ON M6A 386
500A-970, avenue Lawrence Ouest, Toronto ON M6A 386
info@canadiancentreforaccreditation.ca
info@centrecanadiendelagrement.ca

February 1, 2016

Blake Albright Board President, Wayside House of Hamilton 15 Charlton Avenue West Hamilton, ON L8P 2B8

PRIVATE AND CONFIDENTIAL

Dear Mr. Albright,

I am pleased to inform you that at its January 20, 2016 meeting, the board of directors of the Canadian Centre for Accreditation (CCA) made the decision to fully accredit Wayside House of Hamilton for the period of January 20, 2016 to January 19, 2020, which is your "accreditation term."

Congratulations to your board and staff on your organization's accreditation. We encourage you to celebrate your accomplishments and successes.

To publicize your accreditation, we recommend the following wording: "Wayside House of Hamilton is proud to be accredited through the Canadian Centre for Accreditation, a third-party review based on accepted organizational practices that promote ongoing quality improvement and responsive, effective community services."

Please visit the GoCCA website's Accreditation Toolkit section for CCA logos, sample press releases, and social media tools to help promote your accreditation. You can also order additional accreditation certificates and accreditation banners from this Accreditation Toolkit web page (GoCCA password-protected).

Please also visit the *Maintain Your Accreditation* section on the password-protected GoCCA website for information on maintaining your accreditation including the Annual Quality Update policy and form.

Once again, congratulations.

Yours sincerely,

Nancy Chamberlain Chair, Board of Directors

cc: Regan Anderson, Executive Director, Wayside House of Hamilton

Encl. Final Report

CCA Accreditation Certificates will follow





A Message from the President & CEO

A Commitment to Recovery. A Commitment to Quality.

It is a pleasure to once again report on the operations of the Wayside House of Hamilton. This instance of the Annual Report represents our 49th year and we are incredibly proud of our achievements. Our primary goal of providing quality residential addictions services has been enhanced by our supportive housing and continuing care program. Supporting the client on the continuum of care while recognizing their strengths has afforded so many individuals improved access of care. With sixty (60) beds in a truly integrated program, individuals are able to address all areas of the social determinants of health while recognizing and respecting the realities of the recovery process. This is innovative and leads to the development of evidence informed best practice.

It is innovation that sets Wayside House apart from many programs. The Board of Director's goal of improving access to services and creating specialized programs helps assure improved outcomes and client satisfaction. Our programs are data driven and quality based. We have created a comprehensive Quality Plan that assures compliance and fosters an environment of continuous quality improvement throughout of the organization. We are a pilot agency for the Ontario Perception of Care initiative and set strict standards based on provincial and LHIN priorities. The Strategic Plan and agency operational plans are tied to our Quality Plan and create a seamless mechanism for identification, measurement and evaluation.

The Board's emphasis on quality supported our accreditation process and we were honoured to have been granted four years, the maximum allowed, by the Canadian Centre for Accreditation. This was a major achievement and further positioned Wayside House of Hamilton as a respected leader in the provision of residential treatment in Ontario. The Board acknowledges the staff of Wayside House for driving the accreditation process forward and recognizes that it was our staff that truly made this happen.

Our Hepatitis C program also took a lead role in assuring improved access, support and treatment for those living with and/or affected by the Hepatitis C virus. Expansion and innovation now finds us in more agencies, the McMaster Family Health Team and proudly, the Six Nations of the Grand River.

We look forward to the year ahead. We recognize the incredible support from the HNHB Local Health Integration Network, our community partners, families and friends. We recognize our clients most of all. It is our clients that drive our initiatives forward. It is our respect and value towards those we serve that make all of this matter. He are honoured to be trusted with something that is so important. Lives matter.

John Hartnett, President, Board of Directors

Regan Anderson, Chief Executive Officer





Treasurers Report

A Commitment to Recovery. A Commitment to Quality.

I am pleased to provide the Treasurer's Report for Wayside House for the fiscal year end of March 31, 2016. Wayside House of Hamilton once again had a successful year in terms of donations and support from our community partners and I would like to personally express a heartfelt thank you on behalf of the Board of Directors.

Wayside continues to effectively and efficiently deliver high quality patient centered care while ensuring that the staff have the tools and support to do their jobs to the best of their ability. In addition, Wayside House's commitment from the staff and board in terms of time and effort towards obtaining Accreditation came to a successful conclusion as Wayside House achieved full accreditation this past fiscal. There were many other initiatives and achievements during the year and Wayside House was able to meet all these goals while being fiscally responsible; this was demonstrated by Wayside House ending the year in a balanced position.

The Statement of Financial Position indicates a healthy state, with a net fund balance of \$513,652 as at March 31, 2016. Internally restricted funds include those for approved building repairs, maintenance and renovations of \$243,880; The Operating and Community Fund account for the Organizations program delivery and administration activities of \$95,805; The Capital Fund reports the assets, liabilities, revenues and expenditures related to the organization's capital assets of \$173,967.

I am also honoured to present the audited financial statements as prepared by Vine and Partners LLP.

Respectfully submitted,

Saud Ling Rene Juneja, Treasurer, Board of Directors





Auditors Report

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To the Directors of Wayside House of Hamilton

We have audited the accompanying financial statements of Wayside House of Hamilton, which comprise the statement of financial position as at March 31, 2016 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibi<mark>lity for the Financial Statements</mark>

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluation the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well mas evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.





Auditors Report



Basis for Qualified Opinion

In common with many not-for-profit organizations, Wayside House of Hamilton derives revenue from fundraising activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Wayside House of Hamilton. Therefore, we are not able to determine whether any adjustments might be necessary to fundraising revenue, excess of revenues over expenses, and cash flows from operations for the year ended March 31, 2016, current assets and net assets at April 1, 2015 and March 31, 2016.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Wayside House of Hamilton as at March 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for notfor-profit organizations.

Hamilton, Ontario June 2, 2016









Audit Statements

A Commitment to Recovery. A Commitment to Quality.

WAYSIDE HOUSE OF HAMILTON Statement of Financial Position March 31, 2016

		2016		2015
ASSETS				
CURRENT				
Cash	\$	83,218	\$	93,214
Restricted cash (Note 9)		7,927		7,922
Short-term investments (Note 4)		447,213		445,357
Accounts receivable	_	37,684		37,136
		576,042		583,629
CAPITAL ASSETS (Note 5)	_	173,967		183,477
	\$	750,009	\$	767,106
LIABILITIES				
CURRENT				
Demand loan (Note 7)	\$	173,263	\$	196,190
Accounts payable and accrued liabilities (Note 8)		56,530		56,443
Deferred income	_	6,564		-
		236,357		252,633
NET ASSETS				
Operating and community fund (Schedule 4)		95,805		88,972
Capital fund (Schedule 5)		173,967		183,477
Reserve fund (Schedule 6)	_	243,880		242,024
		513,652		514,473
	\$	750,009	s	767,106

WAYSIDE HOUSE OF HAMILTON Statement of Changes in Net Assets Year Ended March 31, 2016

	Ċ	erating and ommunity Fund chedule 1)	(S	Capital Fund chedule 2)	Reserve Fund Schedule 3)	2016		2015	
NET ASSETS - BEGINNING OF YEAR	\$	88,972	\$	183,477	\$ 242,024	\$	514,473	\$	590,780
Deficiency of revenues over expenditures		30,695		(9,510)	(22,006)		(821)		(76,307)
Interfund transfers (Note 6)		(23,862)		_	23,862				
NET ASSETS - END OF YEAR	\$	95,805	\$	173,967	\$ 243,880	\$	513,652	s	514,473





Audit Statements

A Commitment to Recovery. A Commitment to Quality.

WAYSIDE HOUSE OF HAMILTON Statement of Operations Year Ended March 31, 2016

		2016		2015
REVENUES				
Local Health Integration Network Operating Grants	\$	601.002	S	600.998
Ministry of Health Hepatitis C Secretariat Fund	•	379,128	•	379,128
Local Health Integration Network supportive housing grant		312,768		312,772
Ministry of Health Medical and Dental Reimbursements		72,010		71.207
Other		54,370		39,760
Guests' room and board	_	18,433		14,861
		1,437,711		1,418,726
Expenditures				
Accreditation		25,201		17,190
Advertising and promotion		787		2.829
Amortization of capital assets		9,510		14.985
Bank charges and interest		362		337
Communications		24.334		25.580
Equipment rentals		-		2,543
Food and medical		109,529		100,056
Fundraising		-		1,808
Hepatitis C program		47,058		49,178
Insurance		12,000		13,462
Interest on demand loan (Note 7)		7,133		8,393
Office and general		23,668		12,591
Personal needs, medical and dental		73,014		78,432
Professional and consulting		19,686		25,491
Program		18,868		15,911
Repairs and maintenance		27,693		66,940
Salaries, wages and employee benefits		994,255		1,014,579
Training and development		12,270		7,952
Transportation		13,377		15,437
Travel and meals		3,774		2,465
Utilities	_	16,013		18,874
		1,438,532		1,495,033
DEFICIENCY OF REVENUES OVER EXPENDITURES	\$	(821)	\$	(76,307)

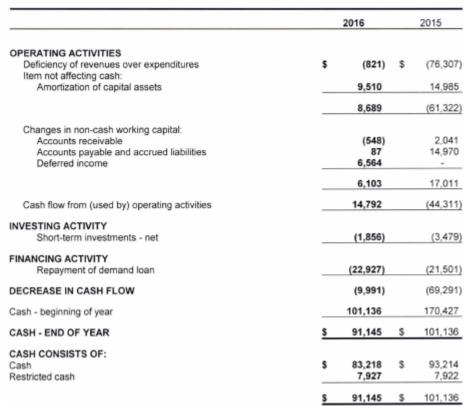




Audit Statements

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WAYSIDE HOUSE OF HAMILTON Statement of Cash Flows Year Ended March 31, 2016







Quality Plan



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Quality Improvement (QI) is a systematic approach to assessing services and optimizing outcomes. Wayside House of Hamilton's approach to quality improvement is based on the following principles:

- Individuals Served Focus;
- Recovery Oriented;
- Flexibility & Individuality;
- Empowerment;
- Leadership Involvement;
- Data Informed Practice;
- Proactive Prevention;
- Continuous Improvement.

Some of our QI Highlights Include:

- Aligning all services to address the Determinants of Health;
- Committing to a five year Quality Improvement Plan;
- Adopting an Agile approach to PDSA Improvement Cycle;
- Standardized, Comprehensive Database for Reporting and Analytics, Longitudinal Performance Measurement, and Future Planning;
- Development of the Client Recovery and Employee Training Dashboards accessible through the Website;
- Triple Aim Focus and Alignment;
- Medication Reconciliation Program;
- Comprehensive Training and Standardization;
- Community Engagement and Partnership programs;
- OPOC Pilot Agency;
- Increased Concurrent Disorders Focus;
- Comprehensive Organizational Branding and Re-Imaging.

Wayside House of Hamilton acknowledges that while we have made incredible strides forward with respect to QI, we have only scratched the surface of potential. Over the next five years, the organization will be working tirelessly to ensure that we establish a strong leadership position within the industry, providing value and support for our clients and those we serve. We are committed to continuous improvement, maintaining and enriching our position at the forefront of cutting edge innovation and progress.

We are committed to Recovery. We are committed to Quality.





The Wayside Program



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Wayside House of Hamilton is a residential addiction treatment program for adult males. Our programs are specifically designed to address the needs of men who have identified an issue with alcohol and drug use. Program components meet best practice and are as follows:

Orientation

- 3-5 day orientation to program;
- Introduction to residential setting and counselors;
- Formulation of treatment plan;
- Introduction to self help supports including AA, NA, & CA;
- Discharge planning begins.

Core Program

- 5-6 week comprehensive treatment program;
- Educational sessions, process groups and 1:1 counselling;
- Life skills, recreation, and development of social learning skills;
- Developing and maintaining established treatment goals.

Recovery

- 3-4 week duration;
- Completion of comprehensive relapse prevention program;
- Discharge plan put into action;
- Reintegration into the community; options may include stable housing, employment opportunities, and other supports.

Relapse Prevention: An Integral Part of Recovery

- Considered one of the most important aspects of the recovery phase;
- Applied after the core program modules are completed;
- Helps to reinforce all that has been learned and further provides the tools and skills needed to maintain the goal of abstinence;
- Establishes the framework to cope with trials that come along the way;
- Clients learn how to avoid pitfalls and how to stay the course.

Continuing Care: An Aspect of Community Treatment

- 2 years of supported aftercare;
- Weekly support groups;
- Client maintains a relationship with the program for ongoing support.





Statistics at a Glance

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- 321 Individuals Served;
- 139 Admissions into Residential Treatment with over 230 individuals completing assessment;
- 10,648 Supportive Housing Resident Days;
- 7303 Residential Treatment Resident Days;
- Over 3805 Residential Groups with greater than 58,152 participant equivalents;
- 13,472 Face-to-Face interactions in Residential Treatment;
- 3402 Face-to-Face interactions in Supportive Housing;
- 12, 940 Phone/Text interactions with clients in Residential Treatment & Supportive Housing;
- 22% Return to Employment upon program completion;
- 70% of Residential Treatment clients reunited with family;
- 83% of Supportive Housing clients reunited with family;
- 54% of Residential Treatment clients engaged in Mental Health supports;
- 56% of Supportive Housing clients engaged in Mental Health supports;
- Reduction in ER visits from 206 prior to admission to 27 while engaged with Wayside House of Hamilton;
- 90% of clients maintained self-help involvement;
- 28,112 meals served and over \$100,000 contributed to food preparation.





The Hep C Team

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Who We Are

We are an outreach team. We meet clients/patients "where they are at" anywhere in the community (home, coffee shop, etc.). We have access to office space in our building to host one on one visit with clients, and would be open to seeing patients at our building, our yours (or anywhere else the patient feels comfortable).



Our Mission

The Hepatitis C team follows the Mission of the Ministry of Health & Long-term Care's AIDS & Hepatitis C programs: "To establish treatment services that will help curb the spread of the Hepatitis C Virus (HCV), by ensuring that people are diagnosed, and treated for Hepatitis C."

Our Mandate

The Shelter Health Hep C Team has been funded by the Ministry of Health and Long Term Care's AIDS & Hepatitis C Secretariat to provide services and comprehensive medical care, and treatment to individuals, living with, affected by, or at risk of acquiring, the Hepatitis C Virus within the City of Hamilton and the Six nations Reserve in Ohsweken.

Our Team

Dr. Zahira Khalid
Tim O'Shea
Hepatitis C—Treatment Physicians Internal Medicine
Hepatitis C—Treatment Physicians Infectious Disease Specialist
Hepatitis C—Treatment Nurse

Suzanne Edwards Hepatitis C—Community Coordinator

Jason Paulley Hepatitis C—Social Worker/Psycho-Social Support

David Baskin Hepatitis C—Outreach Worker





The Hep C Team

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Our Services

- ♦ Hepatitis C Treatment
- ♦ Hepatitis C Testing
- Hepatitis C Counselling
- Hepatitis C Case Management
- Education & Awareness
- Capacity Building for Professionals
- Weekly Peer Support
- Peer Support Training Program
- Harm Reduction
- Addiction Focus



In particular, our target population are those who meet the following criteria (this list is identified from the MOH as being at-risk for HCV):

- People who use drugs
- People Involved with the correctional system
- ◆ People who are homeless or under-housed
- Aboriginal Peoples
- Street-involved Youth
- People with tattoos and/or body piercings

Peer Support Group

Patients who are at-risk, affected by, or living with Hepatitis C are welcome to attend our Peer-led Support Group located at 131 John St S (CMHA building across from Go Station). The group meets from 1:15-3pm every Wednesday.

Currently in development is the Peer Support Program. When completed, clients can be trained to be Peer Support Workers and receive honorarium for their work with our team. Currently we have 4 Peer Support Workers working with our team in limited capacity awaiting full training.





Client Perspective

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Recovery in the Supportive Housing Program



















Client Perspective

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Testimonials From Those We Serve

"The more I change the way I look at things, the more the things I look at change. Wayside gave me the opportunity to explore new approaches to addiction and to deal with the issues that brought me here in the first place. Thank you for all your support."

"I have always believed I should be kind and be of service to others. Wayside has taught me to be kind to myself."

"Through supports, counselors and the education and guidance provided, Wayside has taught me you don't have to fear or run from yourself. You can change and get stronger each day. Thank you Wayside."

"I can't thank the staff enough for all the care and concern and help they have given me. I love all the staff and appreciate everything they do for me and have done for me."

"I felt there was something missing to achieve sobriety. When I heard about Wayside it sounded that I may find what I needed. When I started my stay at Wayside I felt nervous being out of my element. As time went on I felt more comfortable. I began to learn about myself. My feelings, emotions I had kept buried deep down. I found myself being a part of a family..."

"Wayside is a place that deals with so many different layers of the complexities of individualism.

The care and consideration given to both my addiction and mental illness, helped me to both, feel a part of, and provided the tools in which to deal with my personal issues. Transitioning into the Supportive Housing Program has given the opportunity to thrive and build a life of recovery."

"I gained solutions at Wayside. The groups gave me the courage to face my demons. The counselors provided me with the ability to see things about myself I hadn't seen before in such a caring environment. This place is where changes happen. I strongly feel I can have a life of purpose and accomplishment."





Our Appreciation and Gratitude

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If it wasn't for the following, the supports and services provided by Wayside House of Hamilton would not be possible. From government support to community members, service providers and private individuals. From the bottom of our hearts, we thank you!

- Hamilton Niagara Haldimand Brant Local
 Health Integration Network (HNHB LHIN)
- Ministry of Health & Long-Term Care
- Hepatitis C Secretariat
- Shelter Health Network
- ◆ Canadian Mental Health Association— Hamilton Branch
- Muise Legal
- Ron Tomblin
- National Steel Car Employees
- Dave Wallace
- City of Hamilton Ontario Works
- Ministry of Community & Social Services
- ♦ Manny Ferreira—Mezcal TNT
- Elizabeth Fry Society
- ◆ Len's Crafter's Gift of Sight Program
- Dr. Khalid
- Hamilton Police Services
- Dr. O'Shea
- Dr. Brasch
- Dr. Carr
- Men's Addiction Services Hamilton
- Regan Anderson
- Andrew Span
- ♦ ArcelorMittal Dofasco
- Hope Place Centres
- Canadian Centre for Accreditation
- Mohawk College
- Pharmasave Medical Arts

- North Hamilton Health Centre Diabetes Clinic
- Lifelabs
- Medical Arts Walk-In Centre
- Dr. Vijay Garach
- Dr. Simali Garach
- Raj Sandhu
- Mike Dietrich
- The Women's Missionary society and Guild—St. Columba Presbyterian Church
- Southgate Presbyterian Church
- ♦ Kim & Mary Pare
- United Way International
- Johnson & Johnson
- Carluke's Ladies Aid
- St. John's Presbyterian Church
- Janis Campbell
- Rhonda Leonard
- Dr. Myles Sergeant
- KS Customwear
- Peter Turner
- Jeanine Lindley
- Rose Dipietromazza
- John Street Clinic
- HOCO Entertainment & Resorts
- MERCK Canada
- ♦ ABBVIE Inc.—Canada
- ♦ The Hamilton Clinic
- SIS Clinic
- McMaster University Health Centre





Notes & Comments

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