

Healthy Attitudes – A Publication of AHP Canada

January 2009

Regional Director's Report



Linda Saunders, CFRE
Regional Director

As we launch into 2009, I hope the holidays offered you lots of opportunity to celebrate with family and friends and at least a little time to relax and reflect before ramping back up to the warp speed that this wonderful profession demands of us.

While those of us drawn to this noble work seem generally to be optimists by nature, we can't help but approach the next 12 months with a bit of trepidation, given the challenges of the current economic climate. In this issue of *Healthy Attitudes*, **Andrea Page, CFRE**, offers some practical advice in "Steering the Right Course in Tough Economic Times." Even more helpful information for AHP members can be found at www.ahp.org, in a special Resource Information Center section, "Navigating the Recession."

The recession toolbox developed on the AHP Web site is just one of the many good things happening at AHP and AHP Canada.

I am sure that those of you who were able to attend will agree that the AHP conference in Chicago definitely was one of those good things. In talking with many of you who were there, the general consensus seemed to be that the educational program was excellent. I personally came away with some exciting ideas on how to use data more creatively as a basis for planning and some timely notes on productivity measures, which are very applicable to our current foundation planning process. Another highlight for me was the session "Is your Organization Well Endowed?", presented by our AHP Canada Education Chair, **Jory Pritchard Kerr, FAHP**, executive director of the Collingwood General and Marine Hospital Foundation in Collingwood, ON and Karen Wilson, senior vice president of KCI in Toronto. There were so many compelling educational sessions in many of the time slots that I was glad to have others from my staff and board in attendance so that we could spread out and then share what we had learned with each other and our colleagues back home.

Acting on the belief that one should always look for ways to make good things better, as part of the annual planning process, the AHP Canada cabinet has been exploring possibilities for making AHP conferences more welcoming for attendees. The first step in that direction was to organize a "Canadian Gathering at the Bar" at the end of the first day of educational sessions in Chicago. The bar in the conference hotel reserved a section for us and created a special "Canada Martini" for the occasion. A good number of people came together at the end of the afternoon for an hour or so before joining one of the sign-up dinner groups or moving on to other plans. Before the group broke up we joined voices in a spirited, spontaneous rendition of "O Canada"!

At the conference's Foundation and Awards Breakfast, **Andrea Page** accepted the award for Highest Average Gift in any of the AHP regions on behalf of AHP Canada's Annual Fund Chair, **Nancy Hewat, FAHP**. Congratulations to Nancy, and many thanks to all of you whose generosity made the award possible.

At that breakfast, it was also announced that our membership in AHP Canada was at an all-time high of 528. While that didn't prove to be an award winning number among the regions, it is nonetheless a cause for celebration. Congratulations to our Membership Chair **Rhonda Cunningham, CFRE**!

AHP Canada Responds to CRA Consultation

As you are no doubt aware, earlier this year the Canada Revenue Agency's Charities Division invited participation in its, "Consultation on Proposed Policy on Fundraising by Registered Charities." **Debbie McGarry, CFRE**, our AHP Canada government relations chair and I were very appreciative of the help provided by **Bill McGinly, Ph.D., CAE**, AHP's president and chief executive officer, and Kathy Renzetti, vice president, membership, communications, and government relations, who engaged a Canadian partner to assist in preparing a response on behalf of AHP Canada.

Our letter affirmed support for the consultation process and for CRA's, "efforts to provide guidelines on how charities should report fundraising costs as well as whether expenses fall in the category of fundraising expenses or as part of a charitable activity." It also expressed support for, "curtailing telemarketers disguised as charitable organizations, who provide a small percentage of the funds raised to the charity and withhold the balance as commissions."

The letter went on to offer specific recommendations regarding several sections of the policy. For example, with reference to Section 11- Evaluation Grid, it reminded that philanthropy is about building relationships in order to raise funds, and that takes time and happens over the course of people's lifetimes. Our response observed that the evaluation grid contained in the draft policy, "does not consider where a charity is in its maturity, development cycle or the types of fundraising programs the charity has in place." It then listed critical factors that should be considered when assessing the appropriateness of a charity's cost factor.

[To download the full response](#), please visit the AHP Canada Government Issues Web site.

Welcome Cabinet Members

It is a pleasure to announce that three new provincial representatives have joined the AHP Canada cabinet. **Liz Bilton**, annual giving officer, Victoria General Hospital Foundation, has agreed to represent Manitoba, filling a vacancy; **Kelly White**, director of development, Janeway Children's Hospital Foundation will be the new representative for Newfoundland and Labrador, filling that vacancy; and **Judy Savage, CFRE**, president, Lions Gate Hospital Foundation has assumed the role of British Columbia representative, replacing **Jill Price**, who has left the health care sector. Best wishes to Jill in her new post as executive director of the Asia Pacific Foundation!

AHP Canada Annual Plan 2008-2009

"Become THE source that all Canadian health care fundraising professionals go to for education and information."

That is just one of the ambitious objectives of the AHP Canada Annual Plan 2008-2009, which was updated by your cabinet at a planning session at the Halifax conference in April and finalized during a teleconference in May.

The plan is based on the AHP Strategic Plan and the above objective is just one developed under that plan's Strategic Direction # 1, "As the primary provider, deliver education and evidence-based research in health care philanthropy theory and practice to continuously enrich best practices."

Toward achieving the first objective, Education Chair **Jory Pritchard Kerr, FAHP**, has reviewed and updated the [Philanthropic Pathway](#), a guide for professional development, which is available on the Education section of the AHP Canada Web site.

The plan also calls for expanding the AHP Resource Information Center by adding Canadian content. We will need your help in that - it can only be as good as the materials you contribute - but we hope to develop tools which will make it easier to submit "best practises" programs, as well as a way to flag Canadian content.

We will continue our efforts to encourage everyone who has not yet done so to pursue their CFRE and FAHP designations (the Philanthropic Pathway is a good place to start!) and also to urge all of you to enroll in the AHP Benchmarking program. The more of us who participate, the more meaningful a tool this program will be for all Canadians. (In my own shop, we have plans to join the program this year.)

Under the AHP plan's Strategic Initiative # 2, "Leverage the AHP brand to encourage and involve hospital and health care executives in furthering the culture of philanthropy, as measured by 50% of member organizations' CEOs having philanthropic goals", the AHP Canada Plan contains objectives to:

- Leverage strategic partnerships
- Build an AHP awareness campaign
- Consider a regional Trustee Leadership Philanthropy Forum educating trustees and CEOs through resource networks, educational programs and on-line resources
- Enhance the value of AHP membership through diversity, mentorship and support

Strengthening AHP Canada Roundtables

For this year, your cabinet has placed particular emphasis on the last objective, especially on, "making the development and strengthening of roundtables the number one priority for the coming year."

Some progress has already been made in that regard. In September 2008 in southern Ontario, **Andrea Page, CFRE** organized a first roundtable geared specifically for small shops. There was a fast-paced education program in the morning, followed by lunch and free tickets to a performance of Hamlet at the Stratford festival in the afternoon. The event was well attended and also raised \$450 for the AHP Canada Annual Fund!

BC Representative **Judy Savage, CFRE**, reports that the Greater Vancouver area roundtable has been meeting monthly. In December 2008, **Adrienne Bakker**, president & CEO of Royal Columbian Hospital Foundation, gave a presentation on the Global Perspectives on Major Gift Fundraising conference she attended in the UK. AHP members in the interior of BC also met as a roundtable last fall.

The NB-PEI roundtable meets at least once every two months. The group has decided against formal education sessions in favour of roundtable discussions on common issues and information sharing around successful programs and challenges.

On the prairies, provincial representatives are investigating alternatives such as teleconference meetings to overcome the geographical challenges of meeting face to face.

Clearly, the objectives outlined in the plan are too broad to be fully realized in one year, but the document contains specific tactics to get us there – with your help and support. We welcome your input and will provide regular progress updates in future editions of *Healthy Attitudes*.

Linda Saunders, CFRE
Regional Director of Development
South East Regional Health Authority
Moncton, NB

Photo-op: AHP Canada Members Caught on "Film"...

AHP Maritime Roundtable - December 2008 Meeting

AHP members and guests from throughout New Brunswick and Prince Edward Island met in Moncton in December 2008 and took time out for an informative meeting, a wonderful meal and gift exchange.



From left to right: Christine Levesque, Saint John; Angela MacDonald, Charlottetown; Joanne Sellars, Miramichi; Patrick Lacroix, Moncton; Tim Cameron, Saint John; Terri Mott, Fredericton; Laurie Flood, Fredericton; Barb Dunphy Gotel, AHP PEI representative; Christine Little, Fredericton; Peggy Brittain, Saint John; Tammy Wood, CFRE, Fredericton; Tara Donnelly, Saint John; Linda Saunders, CFRE, AHP Canada Regional Director; Mona Doucet, Bathurst; Marianne Mepham-Newton, CFRE, Moncton; Erik Vogel, Saint John; Les Parrott, Moncton. Taking the photo was New Brunswick AHP representative, Julie Thebeau.

AHP International Conference - Chicago

"The Canadian gathering at the bar" was a wonderful way to unwind and connect with other Canadians during the 2008 AHP International Conference in Chicago.



From left to right: Julie Davis; Alayne Metrick, FAHP; Jory Prichard Kerr, FAHP; Andrea Page, CFRE; and Georgina Altman, CFRE. Picture was taken by Debbie McGarry, CFRE.

The Impact of Strategic Planning

By Prabha Mattappally, director, business affairs, The Offord Group, Inc.

Does strategic planning matter? If you ask those that plan, they will say yes. A recent study by The Offord Group, Innovative Research Group and *Canadian Fundraiser Magazine* shows that over 88 percent of senior leaders believe strategic planning to be an important element for the overall success of their campaigns and major fundraising initiatives. The study, completed by over 400 senior organizational leaders from across Canada, explored how organizations prepare for their fundraising initiatives. Respondents were sorted into two groups: Planners (72%) and Non-Planners (28%).

According to the results of the study, strategic planning impacts fundraising organizations in many ways:

- Helps organizations to achieve 100 percent of their fundraising goals. Planners are more likely to succeed in reaching their fundraising goals than Non-Planners; as well their process may help to address important human resource issues, positioning their organizations for greater fundraising capacity in the future.
- Engages constituents in major fundraising campaigns, including senior leadership in a more meaningful way. Having senior leadership more involved is important for maximizing fundraising capacity. Six-in-ten senior leaders reported that they were more engaged in their recent campaign as a result of their level of participation in their organization's strategic planning process.
- Helps to foster stronger internal working relationships. Sixty-one percent of respondents most commonly responded, "To coalesce staff or volunteer leadership around priorities" as the main reason to engage in strategic planning. Board members and the senior leadership team were the most cited constituents with whom stronger working relationships have been developed as a result of strategic planning.
- Helps with human resource needs such as recruitment and retention. The majority of Planners (60%) agree that the strategic planning process helped to address retention and recruitment needs. A further 52 percent also agreed that the process helped to address training needs.
- Provides direction and focus for a campaign. The vast majority of both Planners and Non-Planners told us that they would recommend that their organization participate in a strategic planning exercise prior to launching a future campaign or fundraising initiative.

Do Non-Planners believe they are missing out? Perhaps. The majority of Non-Planners reported thinking that having a strategic planning process prior to their most recent campaign or fundraising initiative would have tied campaign and fundraising initiatives more directly to organizational priorities (68%), strengthened their Case for Support (63%) and improved identification of resources required to achieve goals (59%). Eighty-four percent said they would recommend undertaking an organization-wide strategic planning process in the future.

What does this mean to fundraising professionals? Based on the results of the survey, it seems as though a significant percentage of organizations may be losing out on opportunities by not taking advantage of all that can be learned from the strategic planning process. And with benefits such as greater engagement of external and internal relationships, ownership of priorities for the campaign or fundraising initiative and a sense of impact on the future of the organization, your organization's decision to participate in the strategic planning process may be an easy one.

[To download a copy of the full Strategic Planning Study](#), please visit The Offord Group Web site.

AHP Canada Regional Conference - Save the date!

June 25-27, 2009, Montreal, Quebec



Canada's Largest Corporations Move Beyond Cheque-book Philanthropy

By Marnie Grona, senior manager, marketing & communications, Imagine Canada & Genevieve Scott, senior consultant, Innovative Research Group, Inc.

A new research study from Imagine Canada finds that the community investment initiatives of many of Canada's largest corporations have moved beyond "cheque-book philanthropy" and are leveraging their assets in more ways than the public, or even the charities and nonprofits they support, might think.

"While the demand for these companies to give is persistent and increasing, they are doing more than just cutting a cheque for charities that have asked for help," says **Dr. Michael Hall**, Imagine Canada's vice president of research.

"What really stood out in the research is their strategic approaches to community investment and the ways in which they are engaging their employees and their broader stakeholder networks - clients, customers and suppliers - to leverage their philanthropy. They are putting a lot of thought into how and where they give, and are quite innovative in their approaches."

This focused research report, "Corporate Community Investment Practices, Motivations & Challenges: Findings from the Canada Survey of Business Contributions to Community," puts a spotlight on 93 of Canada's largest companies (annual revenues exceeding \$25 million) and their community investment practices. It is based on findings derived from a broader study (Canada Survey of Business Contributions to Community) that looked more generally at business contributions to charities and nonprofit organizations in Canada. This research provides the first-ever, comprehensive portrait of business contributions to charities and nonprofit organizations in Canada.

The research is part of a multi-year program funded by EnCana Corporation. "This research tells me that you can't just put a dollar value on corporate giving anymore," says **Mary Ann Blackman**, manager of community investment, EnCana Corporation, and a member of the Study Advisory Committee. "Large companies are stepping up to the plate and devoting a wider range of their assets and resources in the name of building healthy communities, and they are doing it in unique and diverse ways."

Since this research is meant to help Canadian businesses assess and improve their community contributions practices, it does point to the need for some improvements in terms of giving levels, measurement tactics and philanthropy targets. For example, the total value of contributions from large corporations as a percentage of pre-tax profits is actually lower than that of the broader business community (median value of 1.0% vs. 1.25% respectively). Large corporations also give less as a percentage of revenues (median of 0.06% compared to 0.63%). Further, the large corporations tend to focus the bulk of their support on a narrow spectrum of more mainstream charities and nonprofits, and overlook less known or emerging charities.

Highlights from the research include:

- Fifty percent of companies surveyed are meeting or exceeding the contribution standard set by Imagine Canada's Caring Company Program (one per cent of profits to be directed to charities and nonprofit organizations).
- Ninety-seven percent of the large corporations in the study made financial donations to charities and nonprofit organizations.
- The leaders of Canada's largest corporations have very positive attitudes about the charitable sector – far more positive than either the broader business community or the general public. Almost 8 in 10 (79%) agreed that most businesses would donate to charity even without financial benefits and most (71%) strongly agree that these organizations generally improve the quality of life in Canada.
- Over three quarters (76%) of respondents said they face difficulties arising from increasing requests for donations. Many (38%) said that too many charities are trying to solicit money for the same cause.
- Direct donations accounted for 81 percent of the total value of all contributions while sponsorships and cause marketing accounted for 19 percent. The median value of all contributions reported was \$340,000.
- Financial support that involved an element of promotion for the business were also quite common, with 57 percent of large corporations providing sponsorship dollars and 26 percent engaging in cause marketing with nonprofit or charity partners.
- Most large corporations (82%) support some kind of employee volunteer activity. For example they allow employees to adjust their work schedules to volunteer (79%) or take time off with pay (72%), and/or organize company-sponsored volunteering events (72%). They also support fundraising initiatives by raising money from employees (83%), payroll deduction programs for employee giving (71%), providing matching grants for employee contributions (62%), and raising money from customers or suppliers (50%).
- Seventy-five percent of large companies cited three primary reasons for their charitable contributions: to help build strong communities, which is good for business; because contributing is good for their company's relationships with the community; and because contributing fit their company's traditions and values.
- Companies report being more satisfied with their philanthropy when they have organized their efforts. Seventy-nine percent reported having regular and ongoing programs for their charitable contributions. However, many may not have fully adopted elements that are representative of a strategic approach to community investments. Only 39 percent reported that they had written policies, and only 27 percent reported that they measured the benefits of their contributions.
- Three quarters of the total value of donations, sponsorships, and cause marketing went to five types of organizations: Social Services (19%), Health (17%), Universities and Colleges (15%), Arts and Culture (13%), and United Ways (9%).

"This study told us that the philanthropic spirit is alive and well among the corporations in Canada with the deepest pockets," says Dr. Hall. "It also showed that these same companies would do better if they were more organized and strategic, on the look out for opportunities to work with a broader array of charities, and better able to measure the tangible benefits associated with their philanthropy."

This report includes case studies that profile the diverse philanthropy approaches of five companies. These include Cooper's Office Furniture (Toronto), First Calgary Savings (Calgary), EnCana Corporation, Pfizer Canada and Manulife Financial.

"Will They or Won't They" ... that is the Question

By Gilbert (Gil) F.J. Scott, CFRE, executive director, Brantford General and Willett Hospital Foundations

As part of the Southwestern Ontario small shop AHP roundtable, **Gil Scott** took the pulse of 16 foundations in a brief e-mail survey to ascertain whether the impending decline in the economy would have an impact on the planning and execution cycles within the redevelopment programs of local hospitals. Below is a snap shot of answers outlined in his presentation:

1.) DID YOU REACH YOUR 2007/2008 GOAL?

- Of the 16 participating foundations almost all reached their goal with several Foundations reporting revenue slightly under goal.

2.) REVENUE GOAL FOR 2008/2009

- Thirteen set a lower goal than last year
- Three set the same goal as last year
- Three set goals that are marginally higher than last year

3.) EXPENSE TO REVENUE RATIO

- Lowest – 10%
- Highest – approximately 33%
- Average – approximately 25%

4.) DO YOU EXPECT TO REACH YOUR FUNDRAISING GOAL THIS YEAR?

- Eleven Foundations are convinced they will reach their goal
- Four Foundations are unsure or feel it is too early to tell
- One Foundation does not expect to reach goal

5.) REASON FOR SUCCESS IN REACHING GOAL

- Great campaign team
- New major gifts
- Major gifts (spend 70% of major gifts time on stewardship)
- Estate gifts in past month
- Campaign has generated some extraordinary gifts
- An "under asked" community
- Community support, grants and investments
- Committed board and campaign team
- Fostering and nurturing relationships
- Public relations strategy
- An unexpected bequest

- Legacy gifts
- Full time major gifts officer and planned gifts

6.) REASON BUDGETED GOAL WILL NOT BE ACHIEVED

- No major gift officer
- Economy, stock market
- Competition for donor dollars
- Repairing damaged hospital image

Steering the Right Course in Tough Economic Times

By Andrea Page, AHP Canada RIC/communications chair

Watching the national news every night with dire predictions of recession, devaluation of housing markets and yo-yo financial markets makes one wonder what impact will it all have on our communities, our donors and our fundraising outcomes.

A motivational poster on my wall pictures a ship navigating meter high waves with the caption "CHALLENGES— anyone can hold the helm when the sea is calm". While it may feel like the arrival of the fundraising "perfect storm" now is the time to "batten down the hatches" and steer a straight course with all hands (board members) on deck.

It is a time to enhance and deepen your donor stewardship programs with communication and understanding. Involve your board and get a pulse of the economic issues in your community. This doesn't mean stop fundraising...it means being flexible and sensitive to individual donors or even campaign sectors. Some stock donations may be on hold, some pledges may move from 3 years to five years, some commitments may be delayed....but holding to your core case and connecting with your donors will help you and them weather the storm.

Speaking to a number of colleagues key words of advice include:

- Follow your instincts.
- Maintain a constant, strong presence with your volunteers, board members and donors.
- Remember to focus on the best interests of the donor while enabling them to help your hospital.
- Analyze your fundraising results frequently and carefully so there are no surprises.
- Make modest adjustments where performance and economics dictate.
- Sustain a reasonable presence in your community. Keep to brand.

Do not put your mail on hold. Your donors may be trimming their individual donations, so instead of giving to five or six charities they will focus on a few they feel connected with. When you stop mailing to them, you make yourself easily vulnerable to that final cut.

In October 2008, KCI - Ketchum Canada Inc. - issued a special e-dition of their *Philanthropic Trends* newsletter, titled "Be strong, visible and on mission in tough times." The following is an expert from that report:

With financial markets experiencing unsettling turbulence and talk of a recessionary period in the air, responding strategically and effectively to these conditions is front and centre for staff, donors, board members and volunteers.

"We at KCI certainly can't predict where the economy, stock market or even charitable giving levels are heading in the very short-term. But just as 'staying invested' for the long-term is universally understood as the right strategy for investors during uncertain times, 'staying active' in building relationships with donors is the right strategy for charities during these times as well," advises **Marnie Spears**, president and CEO of KCI.

Tips for fundraising in challenging times:

1. Don't panic. Step back calmly; assess your situation honestly and create a plan for moving forward. Engage your board members in crafting your strategy during these times: they'll play a big role in deploying that strategy.
2. Intensify your cultivation and stewardship efforts. Inform current and prospective supporters of the work you are doing and its impact.
3. Assess your communications plan and case for support. Being clear, consistent and compelling is paramount during turbulent times.
4. Suggest vehicles for making a gift, such as gifts of property, life insurance, or bequest as alternatives to giving cash or stock in the coming months. It's important to remember that stock market conditions have a direct impact on donors considering gifts of securities but the majority of donors continue to make gifts via cash.

Tips for maintaining momentum for your campaign during the current financial crisis:

1. Consider offering extended pledge payments. The campaign timeline may also need to be adjusted as a result.
2. Keep in touch with donors and any prospects with whom you have been discussing gifts. Make your communications with them timely and effective.
3. Critically assess the solicitations you have planned and consider whether to revisit the timing of your strategy. Donors planning to make gifts of stock may want to wait until they regain lost value, but others will still be in a position to make a gift. Remember to be respectful and sensitive to a donor's needs and preferences but be courageous in offering them the opportunity to contribute.

You can [download the full article](#) from the KCI Web site.

Andrea Page, CFRE
Executive Director
Stratford General Hospital Foundation
Stratford, ON

Bursary applications are now being accepted

Application Deadline – MARCH 31, 2009

Don't let a meager education budget keep you from enjoying the many education programs that AHP has to offer.

As a member in good standing of AHP, you can apply for any of the following bursaries. Bursaries for board members are also available for both the AHP Canada and AHP International Conference.

Five bursaries worth \$1,200 each are available from AHP Canada for the following professional development opportunities:

- Two bursaries (one fund development professional and one volunteer) to attend the AHP Canada Regional Conference in Montreal, Quebec from June 25-27, 2009.
- One bursary for the AHP Madison Institute at the University of Wisconsin in July, 2009.
- Two bursaries (one fund development professional and one volunteer) for the AHP International Conference in San Francisco, Calif., from September 23-26, 2009.

Bursaries are also available from AHP International for the AHP Madison Institute and the AHP International Conference.

You can read the reports from previous winners, [download the application](#) form or [apply online](#) at the [AHP Canada Web site](#).

Don't miss the March 31, 2009 application deadline!

For more information, please contact:

Jory Pritchard-Kerr, FAHP
Chair, AHP Canada Education & Certification
705-444-8645
kerrj@cgmh.on.ca

PS - Watch the AHP Canada Web site and your mail for information on the new AHP Canada Awards program!

AHP RIC Library Needs Fresh Canadian Content!

In 2009, a revitalized AHP Web site and online resource center environment will support easy access to an extensive library of information and samples. Please help keep the Canadian information current by sending AHP your latest marketing and direct mail samples, policies, program strategy documents, job descriptions, organizational charts, and anything else that could be of help to your colleagues! We encourage you to submit samples of your work to ric@ahp.org. Thank you!

New Year's Resolution of a Fundraiser

1. I will take the time to celebrate the small successes.
2. I will be a mentor.
3. I will spend more time talking to board members and volunteers and go that extra mile in thanking them.
4. I will make more phone calls (each and every day) to connect with donors, volunteers, and board members.
5. I will laugh and smile, no matter how busy things get.
6. I will encourage more "fun" time with staff, talk more about issues, or just surprise them with pizza, treats or flowers.
7. I will ensure a healthy work/life balance.
8. I will submit samples of my work to the AHP Resource Library (RIC).

Editor's note

This publication will be what "you" want it to be! In order for that to happen, we need your input, your sage advice and even your criticism. Our aim is to ensure the information is topical, interesting, thought provoking and value

added. But we need your help.

Here is your chance! We are especially seeking stories, ideas, photographs or even short tips on philanthropic ideas that have worked for you and your organization.

Have you found a wonderful way to turn your special events into an amazing way to garner long-term supporters? Do you have important ideas on recruiting major gifts? On involving board members? On creating awareness of your organization? How has gaining your certification (CFRE, FAHP) helped you in your work? Tell us about your e-philanthropy program, about your direct mail program, or about your annual campaign. What is working for you?

In order to make this newsletter the best it can be--more submissions from AHP members from throughout Canada are needed.

Wishing you success in your philanthropic endeavours! And most importantly...a balanced life with time for your families...

All the best in 2009!

Andrea Page
AHP Canada RIC/Communications Chair
andrea.page@hpha.ca