

Financial Statements of

**RICHMOND HOSPITAL FOUNDATION**

And Independent Auditors' Report thereon

Year ended June 30, 2020



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## INDEPENDENT AUDITORS' REPORT

To the Members of Richmond Hospital Foundation

### Report on the Audit of Financial Statements

#### *Opinion*

We have audited the financial statements of Richmond Hospital Foundation (the "Entity"), which comprise:

- the statement of financial position as at June 30, 2020
- the statement of operations and changes in fund balances for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at June 30, 2020, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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



## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

## ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Reporting on Other Legal and Regulatory Requirements**

As required by the Societies Act (British Columbia) we report that, in our opinion, the accounting policies applied in preparing and presenting financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding period.

*KPMG LLP*

Chartered Professional Accountants

Vancouver, Canada  
November 18, 2020

# RICHMOND HOSPITAL FOUNDATION

## Statement of Financial Position

June 30, 2020, with comparative information for 2019

	2020	2019
<b>Assets</b>		
Current assets:		
Cash	\$ 914,234	\$ 1,923,068
Term deposits (note 6)	32,446,060	25,725,543
Accounts and interest receivable (note 3)	343,226	352,834
Prepaid expenses	-	28,506
	<u>33,703,520</u>	<u>28,029,951</u>
Charitable remainder trust (note 4)	100,000	100,000
Life insurance policies (note 5)	42,718	44,563
Investments (note 6)	7,648,459	7,375,721
Capital assets (note 7)	8,107,054	8,082,968
	<u>\$ 49,601,751</u>	<u>\$ 43,633,203</u>

## Liabilities and Fund Balances

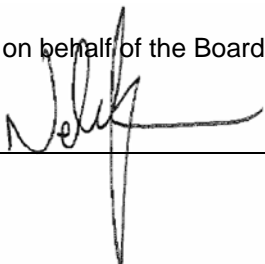
Current liabilities:		
Accounts payable and accrued liabilities	\$ 151,525	\$ 121,914
Deferred revenue	25,500	40,000
	<u>177,025</u>	<u>161,914</u>
Fund balances:		
Unrestricted funds:		
Operating	10,326,384	10,161,619
Capital asset	8,107,054	8,082,968
	<u>18,433,438</u>	<u>18,244,587</u>
Restricted funds:		
Externally restricted funds	28,729,217	22,127,184
Internally restricted funds (note 10)	1,595,709	2,432,049
	<u>30,324,926</u>	<u>24,559,233</u>
Endowment funds	666,362	667,469
	<u>30,991,288</u>	<u>25,226,702</u>
	<u>49,424,726</u>	<u>43,471,289</u>
	<u>\$ 49,601,751</u>	<u>\$ 43,633,203</u>

Commitments (note 13)

Subsequent event - impact of COVID-19 (note 16)

See accompanying notes to financial statements.

Approved on behalf of the Board:

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

# RICHMOND HOSPITAL FOUNDATION

## Statement of Operations and Changes in Fund Balances

Year ended June 30, 2020, with comparative information for 2019

	Unrestricted funds	Restricted funds	Endowment funds	2020	2019
<b>Revenue:</b>					
Donations and fundraising events	\$ 1,568,177	\$ 7,632,551	\$ -	\$ 9,200,728	\$ 10,613,415
Other income (note 8)	47,782	(1,399)	-	46,383	46,872
Interest and investment income	963,555	28,551	-	992,106	775,638
Unrealized gain (loss) on investments	7,870	103,973	(1,107)	110,736	82,752
Gift of health administration fees	13,441	(13,441)	-	-	-
Gifts-in-kind	175,843	-	-	175,843	210,358
	2,776,668	7,750,235	(1,107)	10,525,796	11,729,035
<b>Expenses:</b>					
Advertising and promotion	99,898	-	-	99,898	147,354
Amortization	12,283	-	-	12,283	8,989
Audit and accounting	20,698	-	-	20,698	28,370
Bank charges	48,377	-	-	48,377	38,020
Board expenses	2,924	-	-	2,924	3,552
Capital campaign	5,476	-	-	5,476	4,757
Donor recognition	51,951	-	-	51,951	98,520
Estate gift of land expenses	-	-	-	-	88,570
Event expenses	271,066	-	-	271,066	428,947
Mailing and other fundraising	123,200	-	-	123,200	160,739
Office and miscellaneous	108,703	19,265	-	127,968	122,058
Professional development	12,936	-	-	12,936	23,403
Professional fees	6,686	-	-	6,686	5,790
Salaries and benefits	1,647,775	-	-	1,647,775	1,415,269
Gifts-in-kind	175,843	-	-	175,843	210,358
	2,587,816	19,265	-	2,607,081	2,784,696
Excess of revenue over expenses before undernoted	188,852	7,730,970	(1,107)	7,918,715	8,944,339
Gain on sale of investment properties (note 6 (b))	-	-	-	-	4,300,000
Funds provided to Vancouver Coastal Health - Richmond (note 8)	-	(1,965,278)	-	(1,965,278)	(816,174)
Excess (deficiency) of revenue over expenses and contributions	188,852	5,765,692	(1,107)	5,953,437	12,428,165
Fund balances, beginning of year	18,244,586	24,559,234	667,469	43,471,289	31,043,124
Fund balances, end of year	\$ 18,433,438	\$ 30,324,926	\$ 666,362	\$ 49,424,726	\$ 43,471,289

See accompanying notes to financial statements.

# RICHMOND HOSPITAL FOUNDATION

## Statement of Cash Flows

Year ended June 30, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses and contributions	\$ 5,953,437	\$ 12,428,165
Items not involving cash:		
Amortization	12,283	8,989
Unrealized loss (gain) on investments	(110,736)	(82,752)
Change in cash surrender value of life insurance policies	1,845	2,032
Gain on sale of investment properties (note 6(b))	-	(4,300,000)
Change in non-cash operating working capital (note 12)	53,225	(153,013)
	<u>5,910,054</u>	<u>7,903,421</u>
Investing:		
Purchase of capital assets	(36,369)	(13,880)
Purchase of investments	(162,002)	(150,860)
Purchase of term deposits	(6,720,517)	(12,733,690)
Proceeds/deposit from sale of investment properties (note 6(b))	-	5,000,000
	<u>(6,918,888)</u>	<u>(7,898,430)</u>
Increase (decrease) in cash	(1,008,834)	4,991
Cash, beginning of year	1,923,068	1,918,077
Cash, end of year	<u>\$ 914,234</u>	<u>\$ 1,923,068</u>

Cash includes gaming funds of \$19,435 (2019 - \$7,206).

See accompanying notes to financial statements.

# RICHMOND HOSPITAL FOUNDATION

Notes to Financial Statements

Year ended June 30, 2020

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## 1. Operations:

Richmond Hospital Foundation (the "Foundation") is a charitable foundation, incorporated on June 20, 1987 and is registered under the Societies Act (British Columbia). The primary objective of the Foundation is to raise funds to help purchase vital medical equipment, enhance patient care programs, enable important research and improve the facilities at Vancouver Coastal Health - Richmond by conducting community appeals for funds and by receiving donations and bequests. The Foundation is a registered charity under the Income Tax Act and accordingly is exempt from income taxes and is authorized to issue donation receipts for income tax purposes.

## 2. Significant accounting policies:

These financial statements have been prepared by management in accordance with Canadian Accounting Standards for Not-For-Profit Organizations. The significant accounting policies are as follows:

### (a) Fund accounting:

In order to ensure observance of the limitations and restrictions placed on the use of resources available, the Foundation follows the restricted fund method of accounting for contributions. Under this method, restricted contributions are recorded as revenue of the restricted fund to which they relate. Accordingly, resources are classified for accounting and reporting purposes into funds. These funds are held in accordance with the objectives specified by the donors or in accordance with directives issued by the Board of Directors (the "Board").

Transfers between unrestricted funds and restricted funds are made when it is considered appropriate and authorized by the Board. To meet the objectives of financial reporting and stewardship over assets, certain interfund transfers are necessary to ensure the appropriate allocation of assets and liabilities to the respective funds. These interfund transfers, if any, are recorded in the Statement of Operations and Changes in Fund Balances.

For financial reporting purposes, the accounts have been classified in the following funds:

### (i) Unrestricted funds:

- Operating fund:

The operating fund reflects the results of operating activities and includes undesignated revenue. All administrative and general fundraising expenses, other than direct fundraising event expenses are charged to the operating fund.

- Capital asset fund:

The capital asset fund consists of the net book value of the Foundation's capital assets.



# RICHMOND HOSPITAL FOUNDATION

Notes to Financial Statements

Year ended June 30, 2020

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## 2. Significant accounting policies (continued):

### (a) Fund accounting (continued):

- (ii) Restricted funds consist of multiple funds designated for specific purposes, either externally restricted by donors or internally restricted as approved by the Board.
- (iii) Endowment funds include amounts restricted by donors with the intention that the principal balance of each fund remains intact. The income earned for the restricted endowment funds is recorded under the respective restricted funds in accordance with the specified purpose of the funds.

### (b) Revenue recognition:

The Foundation follows the restricted fund method of accounting for contributions whereby:

- (i) Restricted donations are recognized as revenue of the related restricted funds when received.
- (ii) Unrestricted donations are recognized as revenue of the operating fund when received.
- (iii) Endowment contributions are recognized as revenue of the endowment funds when received.

Donor pledges for future contributions to the Foundation are recorded as revenue only when such contributions are actually received.

Donated property, other than insignificant materials, is recorded as gifts-in-kind at its estimated fair market value at the time of donation.

A number of volunteers contribute time and service to the Foundation each year. Because of the difficulty in determining their fair value, these contributed services are not recognized in the financial statements.

Grant contributions are recognized in the period when the amounts are received or receivable if the amount can be reasonably estimated and collections is reasonably assured.

Event revenues received in advance for subsequent years' fundraising events are recorded as deferred revenue. These amounts, and the associated costs, are recognized as revenue and expenses in the period in which the event occurs.

Administration fees of up to 5% charged to restricted gifts are recorded at the time the related gifts are received. These administrative fees for committed donations to the Acute Care Tower Campaign made during the period of July 1, 2019 to June 30, 2020 and the COVID-19 Response Fund during the period of March 19, 2020 to June 30, 2020 have been waived.

# RICHMOND HOSPITAL FOUNDATION

Notes to Financial Statements

Year ended June 30, 2020

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## 2. Significant accounting policies (continued):

### (c) Capital assets:

Capital assets are initially recorded at historical cost on acquisition or, in the case of contributed assets, at the fair value at the time of receipt. Capital assets, excluding land and artwork, are amortized on declining balance basis over their estimated useful lives at the following annual rates:

Asset	Rates
Computer hardware/software	30%
Furniture and fixtures	20%
Leasehold improvements	20%

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When a capital asset no longer contributes to the Foundation's ability to provide service, its carrying amount is written down to its fair value or replacement cost.

### (d) Life insurance policies:

The Foundation is the owner and beneficiary of various life insurance policies. These policies are recorded at the cash surrender values.

### (e) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Foundation has elected to carry all its financial instrument investments at fair value with the exception of term deposits, which are held at amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets carried at amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Foundation determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Foundation expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement not exceeding the initial carrying value.

# RICHMOND HOSPITAL FOUNDATION

Notes to Financial Statements

Year ended June 30, 2020

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## 2. Significant accounting policies (continued):

### (f) Future employee benefits:

The employees of the Foundation are members of Municipal Pension Plan, a multi-employer defined benefit plan. Contributions made toward the plan are expensed as incurred (note 15).

### (g) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the determination of useful lives of capital assets. Actual results could differ from those estimates.

### (h) Allocation of expenses:

Direct costs relating to fundraising events and direct mail are charged to the specific fund for which the fundraising occurred. All other expenses incurred by the Foundation are charged to the unrestricted funds.

## 3. Accounts and interest receivable:

Included in accounts and interest receivable is \$334,111 (2019 - \$334,607) of term deposits recorded at year end.

## 4. Charitable remainder trust:

In 2006, the Foundation was named a residual beneficiary in an irrevocable charitable remainder trust. The Foundation expects to receive \$100,000 upon the death of the income beneficiary. The charitable remainder trust is being carried on the books at its fully accreted value equal to its face value.

## 5. Life insurance policies:

Assets held in life insurance policies represent the Foundation's interest in the cash surrender value of those policies. The aggregate face value of those policies is \$217,718 (2019 - \$219,563) and will be payable on the death of the insured persons.

# RICHMOND HOSPITAL FOUNDATION

## Notes to Financial Statements

Year ended June 30, 2020

### 6. Investments:

The Foundation's portfolio investments are managed by an external investment manager in accordance with the Foundation's investment policy. The investment portfolio consists of the following:

	2020	2019
Term deposits held at amortized cost	\$ 32,446,060	\$ 25,725,543
Jarislowky Fraser Funds at fair value:		
Money market fund (including cash account of \$5,301)	\$ 2,756,604	\$ 4,769,744
Bond funds	4,395,417	2,118,844
Equity funds:		
Canadian	173,010	182,359
Foreign	323,428	304,774
	7,648,459	7,375,721
Total Jarislowky Fraser Funds	\$ 7,648,459	\$ 7,375,721
Total investments	\$ 40,094,519	\$ 33,101,264

- (a) Term deposits have interest rates of 1.00% to 2.65% (2019 - 1.70% to 3.15%) and maturity dates during the next fiscal year.
- (b) In the prior fiscal year 2019, the Foundation concluded on the sale of certain donated properties that were treated as investment properties held for sale. The proceeds on sale of \$6,000,000 and a gain of \$4,300,000 were recognized in the statement of operations.

### 7. Capital assets:

			2020	2019
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$ 7,714,074	\$ -	\$ 7,714,074	\$ 7,714,074
Artwork	329,150	-	329,150	329,150
Computer hardware/software	79,259	73,409	5,850	6,012
Furniture and fixtures	110,005	59,122	50,883	26,589
Leasehold improvements	24,318	17,221	7,097	7,143
	\$ 8,256,806	\$ 149,752	\$ 8,107,054	\$ 8,082,968

# RICHMOND HOSPITAL FOUNDATION

Notes to Financial Statements

Year ended June 30, 2020

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## **8. Transactions with Vancouver Coastal Health:**

During the year, the Foundation made contributions of \$1,965,278 (2019 - \$816,174) to Vancouver Coastal Health - Richmond ("Vancouver Coastal"). These contributions were for the Richmond Community Health Access Centre, state-of-the-art medical equipment for emergency department, gastroenterology, medical imaging, intensive care unit, birth centre, palliative care, urology and many other areas of care in addition to research and education.

The Foundation charged Vancouver Coastal \$48,000 (2019 - \$48,000) under a property lease extension and amending agreement dated July 1, 2015 and effective until June 30, 2020, related to the use of the Foundation's land asset located on 7080 Westminster Highway, Richmond, British Columbia. This amount is included in other income. The agreement has been renewed for an additional 5-year term effective July 1, 2020 to June 30, 2025.

The Foundation has its offices located in premises provided on a rent-free basis by Vancouver Coastal. If these facilities were unavailable on this basis, the Foundation would have to rent similar facilities from another landlord.

The Foundation also receives certain administrative services from Vancouver Coastal, including the use of payroll and benefit administration, housekeeping and information technology support.

Because of the difficulty in determining their fair value, these contributed services and free rent are not recognized in the financial statements.

## **9. Capital management:**

The Foundation receives its principal source of capital through donations, grants, interest and investment income. The Foundation defines capital to be net assets which include amounts held in the unrestricted, restricted and endowment funds. In carrying out its purpose, the Foundation regularly distributes its capital through contributions to Vancouver Coastal Health - Richmond in support of capital infrastructure, equipment and programs.

The Foundation is not subject to any other external capital requirements or restrictions. In managing the Foundation operating funds, certain unrestricted funds and capital assets are to be invested for future health care needs.

# RICHMOND HOSPITAL FOUNDATION

Notes to Financial Statements

Year ended June 30, 2020

## 10. Internally restricted funds:

Internally restricted funds are composed of the following:

	2020	2019
Acute Care Tower	\$ 31,377	\$ 34,232
Continuing Education	75,000	75,000
Community Health Access Centre	59,000	800,000
Foundry Richmond - Capital	1,000,000	1,000,000
VCHRI Research	430,332	522,817
	<u>\$ 1,595,709</u>	<u>\$ 2,432,049</u>

During fiscal year 2020, there were no Board-approved interfund transfers from the unrestricted fund to the restricted fund (2019 - \$1,875,000).

## 11. Financial risks:

The Foundation manages its investment portfolio to earn investment income and invests according to a Statement of Investment Policy approved by the Board.

The Foundation is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-rate instruments subject the Foundation to a fair value risk while the floating rate instruments subject it to cash flow risk. The Foundation is exposed to this risk as a result of investments in term deposits bearing fixed rates of interest. The risk associated with investments is managed through the Foundation's established investment policy.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Foundation has investments in bond and equity funds which are subject to risks arising from changes in market conditions.

The Foundation believes that it is not exposed to significant foreign currency, credit or liquidity risks arising from its financial instruments.

There has been no change in its financial risk exposures outlined above from 2019 other than the pervasive impact of COVID-19 as described in note 16.

# RICHMOND HOSPITAL FOUNDATION

Notes to Financial Statements

Year ended June 30, 2020

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## 12. Changes in non-cash working capital:

	2020	2019
Accounts and interest receivable	\$ 9,608	\$ (184,393)
Prepaid expenses	28,506	12,516
Accounts payable and accrued liabilities	29,611	4,464
Deferred revenue	(14,500)	14,400
	<hr/> \$ 53,225	<hr/> \$ (153,013)

## 13. Commitments:

The Foundation has committed to provide contributions to Vancouver Coastal Health - Richmond of approximately \$4,629,483 (2019 - \$5,429,200) towards capital infrastructure, equipment and programs expected to be paid over the next three years including \$1,475,500 for Foundry Richmond. In addition, the Foundation has committed to provide \$23,016,685 (2019 - \$16,854,633) in restricted donations that it has received for the purpose of construction of a new Acute Care Tower for Richmond Hospital.

## 14. Employee and contractor remuneration:

For the fiscal year ending June 30, 2020, the Foundation paid total remuneration of \$547,737 to four employees and contractors (2019 - \$706,939 to six) for services, each of whom received total annual remuneration of \$75,000 or greater.

In accordance with the bylaws of the Foundation, no remuneration is paid to any Board Directors of the Foundation during the year.

## 15. Municipal pension plan:

The Foundation and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The board of trustees, representing Plan members and employers, is responsible for administering the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. The Plan has about 213,000 active members and approximately 106,000 retired members. Active members include approximately 16 employees of the Foundation (2019 - 18).

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of Plan funding. The most recent valuation as at December 31, 2018 indicated a \$2.87 billion funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2021 with results available in 2022. The actuary does not attribute portions of the funding surplus to individual employers. Employer contributions made by the Foundation to the Plan of \$103,867 (2019 - \$84,777) were expensed during the year.

# RICHMOND HOSPITAL FOUNDATION

Notes to Financial Statements

Year ended June 30, 2020

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## **16. Subsequent event - impact of COVID-19:**

In March of 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. The subsequent shut-downs globally, domestically and locally have had a significant impact on jurisdictions and market sectors in which the Foundation operates. The Foundation has taken the following action in response to the COVID-19 pandemic:

- Cancellation of in-person events larger than 50 people, and moving other events to a virtual environment where appropriate;
- Development of digital fundraising strategies;
- Deployment of work from home and return to office protocols for Foundation employees; and
- A COVID-19 response fund has been set-up to support health care teams on the front line.

As at June 30, 2020, the Foundation has not experienced any major impact on the value of its investments. However, the situation is dynamic and the ultimate duration and magnitude of the impact on the economy is not known. The impact of the pandemic creates uncertainty over future cash flows, may cause significant changes to the assets or liabilities, and may have an impact on future operations. An estimate of the financial effect is not practicable at this time. The Foundation continues to closely monitor the impact of its financial implications and will be adjusting its operations as required to enhance continuity of operations.