



A journey together

Year in review 2018–2019



yukon
hospitals

whitehorse
dawson city
watson lake

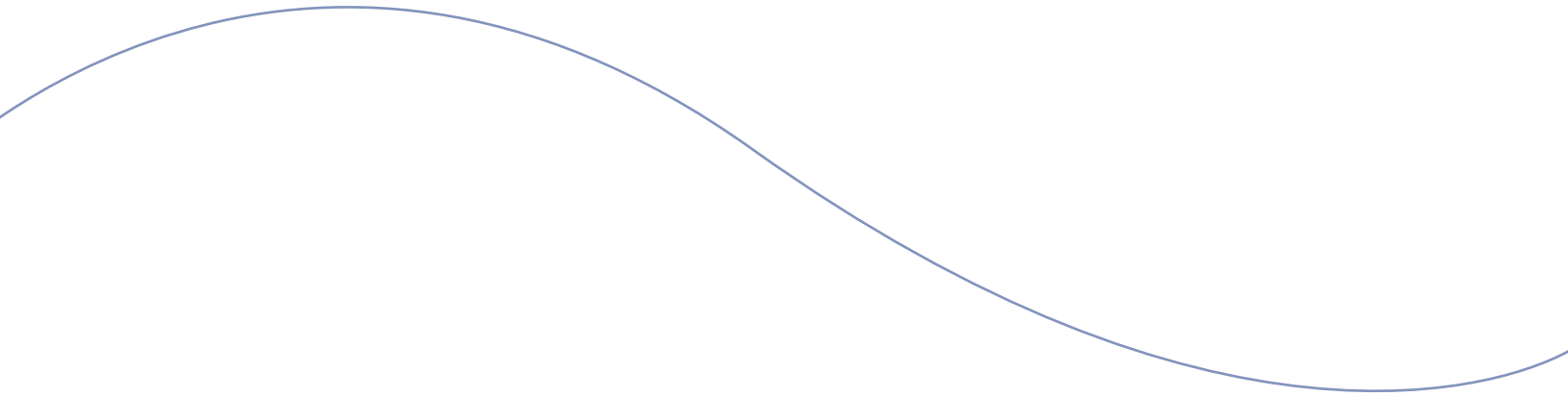


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The activities and programs of Yukon Hospitals are governed by a Board of Trustees, which represents the interests of all Yukoners. It is comprised of members from communities across the territory as well as representatives from Yukon First Nations, medical staff, public services and the public at large.

Our Mission

Safe and excellent
hospital care.

Our Vision

A journey together.
The best care every time.

Our Values

Working together

Equity

Compassion

Accountability

Respect

Excellence

Message from Chair and CEO



No two journeys through the health care system are the same.

At Yukon Hospitals, we continue to be as proactive as possible to meet the unique needs of all communities. We offer acute care to Yukoners in an environment of unlimited need using limited resources. However, we cannot lose sight of our ultimate goal, which is a journey together, the best care every time.

We appreciate you taking the time to learn more about Yukon's hospitals in our 2018–19 Year in Review, which includes highlights of how we've helped Yukoners this past year and charts a course for where we're headed in the years ahead.

In the following pages, we share several stories outlining how we constantly review what we do and how we do it to ensure all Yukoners, inpatients and outpatients receive care in the most effective and efficient manner.

You'll learn about how a collaborative meals program for Liard First Nation Elders in Watson Lake shows our community hospitals can be true health service hubs—facilities where our team and partners work together to meet a range of community health service needs.

You'll also read the story of the team's ambitious efforts to reduce wait times for cataract surgery in Yukon. We can say with pride that we have improved the quality of vision—and ultimately the independence—of hundreds of Yukoners who were waiting for this life-changing surgery.

We're excited to share our plans to begin a journey toward a modern electronic health information system (1Health) that we use for everything from patient care to our inventory and finances. With this new system, we have a vision to offer a seamless care journey enabled by one health information network for all Yukoners—one where patients' health information moves with them, so every provider in a patient's circle of care has secure, immediate access to the latest information in real time.

You'll discover how our team continues to work closely with community partners in Yukon to safely and smoothly transition patients from the hospital to their home or a facility with a more appropriate level of care in the community. This helps us ensure hospital beds or services are available when Yukoners need them to be, and helps us use all available resources across the hospital system efficiently to provide timely and safe care.

A feature interview with two of our volunteers at Whitehorse General Hospital highlights several ways this diverse, growing team enhances the experience of both patients and visitors.

We're also excited to share how we recently expanded French language services in our hospitals—both through an active offer program to allow patients and visitors to access supports in either official language, and by making interpretation services available in over 240 other languages.

Thank you to all of our staff, physicians, volunteers, government and health system partners, donors and patients for joining us on our journey to provide the best patient care every time.

Brian Gillen
Chair, Board of Trustees



Jason Bilsky
CEO



By the numbers

Yukon's hospitals provide a wide range of health services to thousands of Yukoners 24 hours a day, seven days a week.

Here's an overview of some of our activities over this past year.

Whitehorse General Hospital



Admissions
3,600

We've seen a slight increase in overall admissions the past two years



Staff
540



Surgeries
3,200

The operating room team completed 500+ more surgeries this year than 2017-18



Births
396



18,830
Total patient days

We've seen a slight increase in overall admissions the past two years



MRI scans
2,350

We completed 11% more MRI scans this year than in 2017-18



Active volunteers
75

Our diverse, dedicated Volunteer Services team continues to grow

Visits

Imaging
36,000

Emergency
32,500

Lab
29,000

Specialists
8,800

**Physiotherapy/
Occupational
Therapy**
4,300

Chemotherapy
990



Safe and excellent care closer to home

Our community hospitals in Dawson City and Watson Lake continue to offer safe and excellent hospital care for thousands of Yukoners.

Watson Lake Community Hospital

1,010

Total patient days

26

Staff

Visits

Admissions

85

Lab

1,800

Emergency

2,500

Imaging

580

Dawson City Community Hospital

830

Total patient days

28

Staff

Visits

Admissions

90

Lab

2,700

Emergency

2,600

Imaging

550

Both community hospitals have grown into established health care hubs, providing a variety of important services including emergency care, 24-hour inpatient monitoring, and on-site laboratory, medical imaging and pharmacy services. The community hospital facilities are also home to a number of community health services provided by Government of Yukon and local physicians.



Excellent patient care

Delivering excellent patient care means striving for the highest standards of quality and safety, engaging patients in their care, providing care that is compassionate, timely, and culturally appropriate, and continuously finding ways to improve.

Here are some of the ways we delivered excellent patient care to Yukoners.

What Yukoners are telling us

To provide the best care every time, we always ask for feedback from those who matter most: our patients. We seek to understand how patients experience our hospitals and how our staff provides care. We routinely ask for feedback verbally and through our Patient Experience Survey. Last year, 440 patients completed the survey.

99%

of respondents reported
a positive patient experience


96%

of respondents were satisfied
with the care they received

While we know we do a good job gathering feedback at an individual level from patients, we continue to find ways to work directly with our community to help us review what we do and shape improvements on a system level. We know our services will be even better if we build them together.

Want to provide feedback or share your experience in Yukon's hospitals?

- Visit us online at yukonhospitals.ca/feedback
- Email us at feedback@wgh.yk.ca
- Call our Quality Improvement team at (867) 393-8731
- Ask our hospital staff or volunteers for a copy of our Patient Experience Survey



**We want to
hear from you!**

Tell us about your
hospital experience.





IMPROVING ACCESS TO OPHTHALMOLOGY CARE

As our population ages, demand for some specialized health services has increased. Upwards of 350 Yukoners were waiting for cataract surgery—and wait times were approaching three or more years.

Cataracts, a clouding of the lens in the eye that leads to a decrease in vision, affect Yukoners' quality of life. With cataracts, you can't drive. You might see faded colours, experience blurry or double vision, and struggle with bright lights and seeing at night.

In partnership and with the support of Government of Yukon's Department of Health and Social Services, the hospital team developed a plan in late 2018 designed to decrease the wait time for consultations, treatment and cataract surgery provided by visiting ophthalmologists.

L–R: Dr. Paul McKenzie, Leanne Kinvig, patient Ken Wipf, Darlene Potter, Patti Shaw, Thelma Floyd, Leah Jackson, Maria Wojcik, Dr. Phil Urness

For this plan to succeed, the hospital had to substantially increase the frequency of specialist visits to Whitehorse, and facilitate a collaborative effort by our ophthalmology/visiting specialist clinic, operating room and support services staff to increase the volume of specialized cataract surgeries—all while ensuring other elective and emergency surgeries continued as scheduled.

In the first three months of 2019, our teams completed 260 cataract surgeries. By comparison, 240 were completed in all of 2018. We remain on track to have 520 surgeries completed by the end of 2019 and reduce wait times for Yukoners who need this important procedure.



Other highlights from 2018–19 as we strive to provide safe and excellent patient care

Fostering a safe care environment

People are most likely to experience harm in hospital systems by falling, encountering medication problems, or contracting an infection. Our hospitals work to not only provide safe care, but a safe environment in which to receive care. This includes constantly monitoring patients who are at greater risk of falls. Our pharmacy, nursing and physician teams also continue to work to prevent patient harm due to medication errors by following established processes, implementing emerging national standards, and reviewing (and encouraging conversations about) our work to ensure we meet the highest safety levels. We continue to move towards our goal of zero harm and providing the safest care possible—targets all health providers work towards.

Enhancing patient care and healing with traditional foods

Our hospitals' Traditional Food Program recently celebrated its 25th year. Based on a shared understanding that traditional food is an important part of First Nations culture, the program helps facilitate reconciliation, support health and healing, and foster pride between patients and community partners.

This year, the program worked with local artist Monika Melnychuk to share the importance of traditional food in the healing process, and show how we offer this service with the help of our community partners. The program was also highlighted as a leader among health providers and hospitals at a national conference of Canada's dietitians.

Strengthening the ways we protect patient privacy

Hospitals and health care providers work in a position of trust, which makes patient privacy a top priority. Our hospitals continuously work to make sure we collect and share information securely and appropriately. While we ensure we meet our obligations and 99% of respondents to our Patient Experience Survey felt their privacy was protected and respected while they received care, we always seek ways to change and improve our facilities and enhance privacy. When Whitehorse General Hospital (WGH) was opening its new Emergency Department, we reviewed best practices in emergency care and relied on input from staff and patients to create several more private spaces for patients receiving care. After opening, we assessed the effectiveness of the new space and used feedback to make important enhancements to public spaces and processes to ensure your privacy was protected.





Passionate and engaged people

Fostering an environment of passionate and engaged people means inspiring all of our people (employees, volunteers and physicians), actively supporting a culture of quality, safety and open communication, valuing growth, work/life balance and wellness, and fostering accountability, teamwork and supportive relationships.

MEET SOME ELITE VOLUNTEERS: JORDAN MARTIN AND DON SIPPEL

Our Volunteer Services team is a diverse group, but they all share a passion for helping create a positive hospital experience for patients. Volunteers enhance patient care and services provided by a skilled team of hospital staff. Learn more about Don Sippel and Jordan Martin's volunteer experiences.



From offering fresh, hot coffee to sharing jokes, Jordan Martin and Don Sippel help create a positive hospital experience for WGH patients.

L-R: Jordan Martin and Don Sippel



How long have you been a volunteer?

Jordan: A little over one month.

Don: About five months here, but I've volunteered lots in the past, including with Big Brothers Big Sisters of Yukon.

Which volunteer role(s) do you perform?

Jordan: The Morning Brew Crew. I deliver fresh, hot coffee and tea to inpatients at WGH.

Don: I work at the Welcome Desk and in the Emergency Department Waiting Room.

What do you enjoy most about volunteering?

Jordan: It's a great segue into meeting new people, getting to know people, breaking the ice and building a friendly relationship. People are really happy to have fresh, hot coffee delivered in the morning. Patients say "It's so good—I was waiting for the good coffee to come around!"

Don: I always come prepared with jokes to get some big smiles, and I give big smiles back. When you see long faces turn into smiles—whether they're kids, adults, bedridden, anything—it's great to cheer them up. A big smile is worth 10 Aspirin, or more!

What do you find challenging about volunteering?

Jordan: The toughest part is having that relationship end, whether the patient is transferred or goes home, and not getting to say goodbye. I'm so happy for them if they got to go home, but I'll miss seeing them.

Don: Nothing. Whatever I do, I try to benefit everybody. I like to smile, and I never get mad. To me, giving back and being friendly is second nature. It all comes easily.

Does your experience volunteering help you outside the hospital?

Jordan: It's an eye-opening experience. Everyone comes from a different place and perspective. I hope to work in a medical setting, too, so it's a great experience seeing the systems, routines, and the operation of a hospital.

Don: I like to be happy. All the time. Volunteering and helping people, especially in this setting, encourages me to do that here and outside. There's not enough happiness in the world so it applies as much here as it does out there.

What are your hobbies and interests outside volunteering?

Jordan: I enjoy the outdoors—mountain biking, hiking, paddling—and spending time with friends and family, just getting to know people. Whitehorse is a great place to enjoy these hobbies!

Don: Gardening and playing cards. But I don't gamble. I play cards every day, usually euchre and golf.

What would you tell Yukoners who might be interested in the WGH Volunteer Services Program?

Jordan: You think it's to help others, but it ends up helping you! It's definitely worth taking the time to check out and you'll gain much more from it than you think.

Don: It's so rewarding. You get to help people who might be sad, or not feeling well, so anything you can do to help them, that's what we need.

For more information about WGH's Volunteer Services Program, email volunteer@wgh.yk.ca or call (867) 393-8673

You can also start an application online at yukonhospitals.ca/volunteer



Taking the pulse of our team

Yukon Hospitals' staff works hard. Every employee's goal is to serve others. While the team continues to report having an overall positive work experience, staff feedback makes it clear their days are busy and full, that there should be more balance, that there should be a greater focus on two-way communication, and that they want to have a better understanding where they—and we as an organization—are going. We know the organization can be better, which is why staff feedback helps us find opportunities for continuous improvement. We actively included all of our teams in significant recent initiatives like the upgrade to our main hospital information system, which nearly every employee uses in some way to do their work.

Working together with our partners

We placed a priority on working collaboratively with our union partners to support our team in providing the best possible care. In March, we renewed our collective agreement with the Public Service Alliance of Canada (PSAC), which represents support services, technical staff and Licensed Practical Nurses. On an ongoing basis, we collaborate and keep lines of communication open, so we proactively address important issues of common interest to ensure our employees are safe, supported and successful. We also work collaboratively with the Department of Health and Social Services to remove silos between the services we offer, so Yukoners receive the care they need in the most coordinated way possible.

Joining forces to recruit health professionals to Yukon

Recruiting health care professionals in northern and remote parts of Canada is a challenge. While Yukoners know how incredible it is to live, work and play here, we work hard to share this story beyond the territory to attract, recruit and retain health care professionals. We continue planning and working with our partners in the Department of Health and Social Services to ensure the health system works together to attract (and keep) top talent—from specialized nursing disciplines, to technical professions such as information technology, and many others.

Growing and developing our people

The continuous growth and development of the Yukon Hospitals team is critical to providing the best care every time and ensuring staff work to the best of their ability. Our learning programs help staff maintain required skills, learn best practices, and find career development opportunities within the organization. Learning is delivered online, through financial assistance for continuing education, and via on-site skills and training days that offer both clinical and role-specific training in our new Clinical Simulation Centre (Sim Lab). Clinical Nurse Educators (CNEs) offer dozens of simulation-based learning scenarios to staff, physicians and community partners, like Yukon Emergency Medical Services (EMS). This training helps them master their problem solving and decision making skills, and improves their ability to communicate clearly and effectively with patients, families and other health care providers. Yukon Hospitals' CNEs also visit community hospitals for one week monthly to offer courses to nurses, physicians and EMS partners.



Robust and sustainable systems

Building robust and sustainable systems to advance and support care means having strong and reliable infrastructure (including critical systems, equipment and facilities), using all hospital resources in the best way possible, valuing evidence and analysis in planning and decision-making, and remaining transparent and open in sharing results and outcomes.

Here are some highlights from the past year.

PLANNING FOR A SEAMLESS CARE JOURNEY ENABLED BY ONE HEALTH INFORMATION NETWORK FOR ALL YUKONERS

Our staff and physicians use a system called "Meditech" to do everything from managing patient health information to purchasing medical supplies, but our version is nearly 30 years old. With support and commitment from the Government of Yukon, we partnered with the Department of Health and Social Services to build and implement a new version of Meditech in our hospitals. This is the first step toward creating a shared, modern system for Yukon.

The patient's chart is the story of their care. When this information is securely available in one place, to all authorized care providers, patient outcomes improve. With an electronic health record in our hospitals, patients' health information will move with them, and remain protected in accordance with the *Health Information Privacy and Management Act*.

Every authorized provider in the patient's circle of care will be able to access the latest patient information electronically and in real time—whether it's their medical history, appointments, allergies, medications, physician notes, test results, or any other important information.

Offering care providers a complete view of a patient's health will enable more standardized, evidence-based, quality care, give staff and physicians instant access to information needed for important care decisions, improve medication safety with bedside medication verification, and reduce the chance of errors.



Introducing a new electronic health system in our hospitals is a big undertaking that will transform the way we provide care. Our vision for the project, called **1Health**, is a seamless care journey enabled by one health information network for all Yukoners.

This project supports our goals of advancing care through robust systems, collaborating with our system partners, and ultimately providing safe and excellent patient care. We're excited to update our hospitals' system and take the first step toward being able to provide a seamless care journey enabled by one health information network for all Yukoners.





Improving our capacity to provide safe and secure medical care

Yukon Hospitals continues its detailed planning to build a new Secure Medical Unit (SMU) in the shelled space above the Whitehorse General Hospital Emergency Department. The current SMU is a controlled environment in our inpatient unit that offers a safe, secure place for patients with a mental health diagnosis (often in an acute phase of illness) to receive medical care. The SMU offers 24-hour patient observation, care and support. In order to better support mental health services in Yukon, and to ensure we meet immediate and future needs for mental health care, we plan to build a new, larger SMU. By building a new SMU with higher quality spaces and enhanced programming, we'll be able to improve patient outcomes for those who require secure care.

Achieving accreditation

Our hospital system was awarded accreditation in 2018 after a comprehensive review by Accreditation Canada surveyors. As a part of a four-year cycle, we conduct a self-assessment, then welcome an external team of surveyors comprised of hospital peers from across Canada to undertake an in-depth examination of our programs, processes and documentation at all three hospital sites to measure our performance against more than 1,700 different criteria. The purpose is to identify opportunities to get better as part of ongoing quality improvement efforts.

Beth Ferguson, Registered Nurse

Managing limited resources and investing in new equipment and systems

We operate in an unpredictable environment of unlimited need using limited resources. To make the best possible use of our resources, sustain services, and, where possible, expand services at a manageable level, we continue to plan, review evidence, and remain transparent in sharing our results and outcomes. This requires ongoing planning with our core funding partner, the Department of Health and Social Services. Major investments were made this past year in equipment and systems, such as upgraded airway pressure machines for our community hospitals. This equipment improves breathing support for patients moving to and from Whitehorse, Dawson City, or Watson Lake. We invested in new equipment to support orthopedic care, including new hardware and equipment used by surgeons and our Operating Room team. We also upgraded two laparoscopic (light and camera) towers in the Operating Room. These allow for less invasive surgeries, less discomfort and faster recovery times for patients.



Collaborate with health system partners

Collaborating with health system partners means providing the right care in the right place at the right time, working together to shape health care that meets unique individual and community needs, maintaining a seamless patient journey, using scarce resources wisely, and sharing knowledge and expertise to improve outcomes.

Here are some highlights of what we've accomplished.

HELPING YOU LEAVE THE HOSPITAL SAFELY AND SMOOTHLY

When a patient needs acute care, hospitals provide the best outcomes. When Yukoners need a hospital bed, they expect one to be available. Once a patient's needs are no longer immediate, or acute, health outcomes are better outside the hospital.

In recent years, Whitehorse General Hospital (WGH) was challenged when the facility operated at or above 100% capacity. When this happens, there are more patients than beds.

While we still experience pressures (and as a result care could be provided in the Emergency Department, or elective surgeries could be delayed), in the past year, occupancy rates at WGH have trended below what they were in previous years. We have also seen a decrease in alternate level of care (ALC) rates. These positive trends are the result of several factors and our efforts to utilize every possible resource in the hospital system.





From the moment a patient enters our care to when they're discharged, we work closely with community care partners. By always ensuring strong communication among hospital staff and system partners, we assess which supports are needed to help patients return home or move to another, more appropriate level of care.

As we continue planning to meet increased demands for hospital care in the future, we have improved our multi-disciplinary discharge planning process to closely track every patient's needs, bed utilization, and available resources in our hospitals.

This process includes everyone in a patient's care journey—from physicians, nurses, social workers, First Nations Health Programs, and medical rehabilitation services, to community partners like continuing care, home care, and long-term care.

A multi-disciplinary team meets daily to update individual patient care plans, so everyone involved knows what kinds of post-hospital care a patient might need, and when they're likely to need it.

The multi-disciplinary team meets daily to manage and monitor patient flow and ensure patients receive the care they need while in the hospital and when they're ready to leave.

L–R: Claire Lindsay (Physiotherapist), Benita Warford (Registered Nurse/Clinical Nurse Leader), Keith Welch (Clinical Care Manager), Teri Lindsay (Manager, First Nations Health Programs), Hayley Henderson (Social Worker), Lisa Robertson (Community Liaison Coordinator, Occupational Therapist), Heidi Foley, (Licensed Practical Nurse).

On more than 1/3 of days last year, WGH did not have a bed available. This is a strong improvement from recent years, when a bed wasn't available more than half the time.

In the last three years, Alternate Level of Care (ALC) patients, who experience better outcomes in more appropriate care settings, have trended down from over **30% of patient days in March 2017**, to **26% in March 2018** and **18.5% in March 2019**.

Supporting victims of sexualized assault

We continue to work closely with physicians, staff and the Government of Yukon to help develop a Sexualized Assault Response Team (SART) to provide coordinated, victim-centered, low-barrier services to victims of sexualized assault. Victims will be able to access comprehensive care and support when navigating social, medical, and legal systems in Yukon. This includes emotional support, evidence collection, health care, assistance with reporting assaults to the RCMP if desired, and an after-hours response line offering 24/7 support.

Breaking down language barriers to boost patient comfort and improve care

In partnership with Yukon's French Language Services Directorate, we continue improving our capacity to actively offer services to patients in both official languages. We also introduced a language services program to provide patients, staff and physicians with 24/7 immediate access to expert medical interpretation services online, by telephone, or in person in over 240 other languages. This helps ensure clear, concise, accurate communication with patients and families in virtually any language.

Continuing to offer care closer to home

Last year, we celebrated the five year anniversaries of opening our community hospitals in Watson Lake and Dawson City. Community feedback has been positive and we continue to advance and strengthen the care these hospitals and our dedicated staff provide for thousands of Yukoners closer to home. In both locations, we have seen how community hospitals act as key partners in Yukon's health system. They respond to unique community needs and help provide excellent care—from the success of the Watson Lake Frozen Meals Program to our partnership with Dawson City's McDonald Lodge, where patient and staff feedback regularly leads to changes and improvements in meals, healing and care.

Improving quality and ensuring timely test results

In fall 2018, routine microbiology samples started to be sent to our health system partner St. Paul's Hospital in Vancouver to ensure we could maintain the high quality of testing required of hospital labs. The goal was to keep people and partners informed about this critical change throughout the process. We continue to monitor progress closely, but initial indications show we continue to ensure timely test results and have significantly improved sample stability (fewer rejected samples). We were also able to retain all staff within our lab.

Looking at the right skill, in the right place, at the right time

As part of our efforts to maintain a collaborative practice environment for our health care professionals, we identified that with additional support and education, our Licensed Practical Nurses' (LPNs) skills could be expanded. By empowering them with new skills, we also improve our ability to retain professionals.

COMMUNITY MEALS PROJECT DELIVERS FOR WATSON LAKE ELDERS

What began as a joint solution between **Liard First Nation (LFN)** and **Watson Lake Community Hospital (WLCH)** to meet a unique community need has grown into a partnership that puts the concept of collaborative care into action.

In late 2018, it came to the attention of the community some Elders were having difficulty accessing hot, nutritious meals, especially on weekends. Carol Chiasson, Director, Patient Care and Experience at WLCH and Sonia Pourabdi-Laukkanen, Health Manager at LFN, acted quickly to create a frozen meal program, which now delivers hundreds of nutritious meals each month directly from the WLCH kitchen to over 40 LFN Elders.

"Nutrition is an important part of health and healing," says Pourabdi-Laukkanen. "These are delicious, healthy meals tailored to the needs of each Elder that help improve health outcomes, increase Elders' independence and help them rely less on hospital care."

Quick action led to the program's success. All meals are prepared and cooked by hospital staff. Because fresh meals can spoil quickly and food can lose flavour and nutritional value when immediately frozen, Liard First Nation purchased and installed a blast chiller in the hospital's kitchen.

This meant meals could be quickly and safely chilled before being frozen—and still taste great.

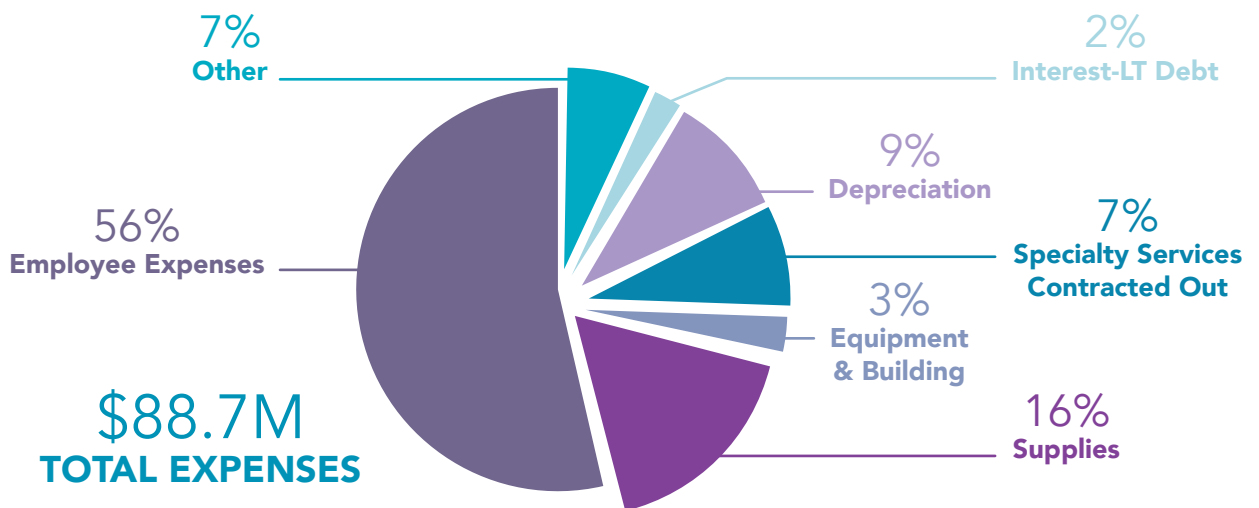
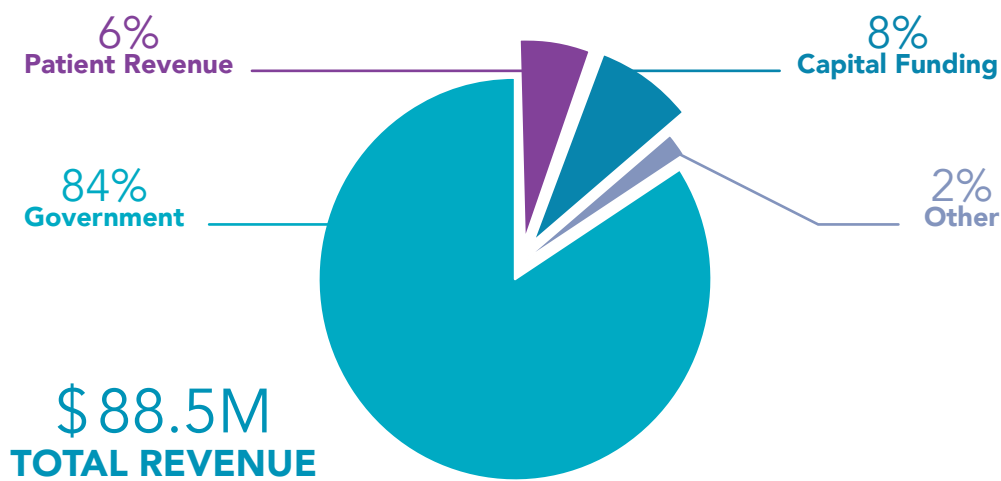
The program has now delivered thousands of meals to Elders, many of whom might face mobility challenges or prefer or require minced or puréed foods.

"Community feedback has been incredibly positive," says Jason Bilsky, CEO, Yukon Hospitals. "The success of the frozen meal program shows our community hospitals can be more than acute care centres—they're key partners in Yukon's health system that respond to unique community needs and help provide excellent care."

L-R: Bev Lister (WLCH Cook), Venus Abou (LFN Home Support), Margaret Charlie (LFN Home Support)



5 Selected financial highlights as of March 31



Selected Financial Results (in 000s)

| Financial Results | 2019 | 2018 | 2017 | 2016 | 2015 |
|--|--------------|--------------|--------------|--------------|--------------|
| Operating Revenues | 88,503 | 84,725 | 79,550 | 77,760 | 74,056 |
| Operating Expenses (excluding Pension adjustment) | 88,658 | 84,389 | 79,202 | 79,172 | 75,340 |
| Surplus of revenues over expenses before Pension | (155) | 336 | 348 | (1,412) | (1,284) |
| Pension Adjustment | 2,857 | 3,804 | 5,526 | 7,442 | 5,464 |
| Total surplus of revenues over expenses | 2,702 | 4,140 | 5,874 | 6,030 | 4,180 |

Balance Sheet Data

Assets

| | | | | | |
|-------------------------|----------------|----------------|----------------|----------------|----------------|
| Current assets | 14,777 | 15,654 | 12,514 | 17,086 | 11,046 |
| Accrued pension benefit | 48,183 | 44,949 | 41,145 | 35,233 | 27,791 |
| Capital assets | 163,837 | 166,876 | 160,825 | 133,124 | 120,473 |
| Other | 29,810 | 33,815 | 37,119 | 40,054 | 43,280 |
| Total assets | 256,607 | 261,294 | 251,603 | 225,497 | 202,590 |

Liabilities

| | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| Current liabilities and short-term debt | 45,573 | 48,606 | 55,442 | 55,334 | 56,402 |
| Deferred Capital | 158,343 | 162,478 | 149,880 | 129,535 | 111,838 |
| Other | 2,860 | 3,081 | 3,292 | 3,513 | 3,265 |
| Total liabilities | 206,776 | 214,165 | 208,614 | 188,382 | 171,505 |

| | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| Net assets | 49,831 | 47,129 | 42,989 | 37,115 | 31,085 |
| Total Liabilities and Net Assets | 256,607 | 261,294 | 251,603 | 225,497 | 202,590 |

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SIEMENS





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