



CONCENTRIC

CONnecting and Coordinating an
Enhanced Network for TRansitions in Care:
A New Model for Spinal Cord Injury Care



**ANNUAL
REPORT**
2022



Executive summary

Dear Partners,

Happy New Year!

Adjust

The past year was a year to adjust to the “new normal” created by the Covid-19 pandemic, the unwanted emergence of new variants that continue to plague us and the continued transition to Connect Care within the province of Alberta.

Create

CONCENTRIC had the main goal of creating an evidence-based, standardized, provincial transitions in care (TiC) model i.e. the CONCENTRIC model. During the year, the Concept Design working group, which made a first attempt at this, generated recommendations which resulted in the creation of 5 new working groups to further develop them into the CONCENTRIC model.

Decide

In preparation for launching the CONCENTRIC model, final decisions regarding the suitable implementation framework to adopt, the health indicators relevant for setting an evaluation baseline and tool to evaluate the care and support received by persons with SCI were made by the team during the year.

Present

Emphasis was placed on knowledge transfer and creation of avenues for stakeholder input and engagement throughout the year. In line with these objectives, the project held its first Annual Education Day which was a virtual event with about 265 people in attendance. Also, two webinars were conducted, five posters were presented, a manuscript was submitted for review and two others are currently underway.

Survey

Several surveys were conducted during the year to obtain feedback and input of stakeholders. The first was the completion of the second round of Delphi to prioritize existing tools to evaluate SCI care and support. Other surveys included that prepared to evaluate the SCI Education Day event, the Concept Design working group and to rate feasibility of recommendations made for successful care transitions.

Modify

One area of the project that was considerably stalled by the pandemic was the Indigenous Strategy. Thankfully, with the collaboration of one of our Indigenous partners and input from other partners and contributors, a new direction has been charted and the strategy is currently back on track.

Update

The year concluded with a virtual General Meeting. Partners were presented an update on the project and new working groups created for the next phase of the project. Indication of interest in joining the working groups was opened up at the meeting and later by email to the broader SCI stakeholder group.

Acknowledge

All that is reflected in the subsequent pages of this report were made possible by the relentless commitment and invaluable contributions of all of our partners. Every contribution has been helpful in moving the project towards achieving the end goal of a positive TiC experience for all SCI stakeholders within the province of Alberta and beyond.

Appreciate

Looking at what we have achieved this year, we appreciate you all for all your sacrifices and look forward to your continued participation in the project.

Thanks.

Concentric Team

VISION

Creating a community of SCI stakeholders committed to learning and working together to improve transitions in care for persons with spinal cord injury

MISSION

To design, implement and evaluate an improved, evidence-based and standardized provincial model of care with clear transition strategies for persons with spinal cord injury



www.concentricproject.com



[YouTube Channel](#)



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This report provides an update on activities, accomplishments and challenges encountered between October 2021 and October 2022 and reveals plans for the coming year ending October 2023.

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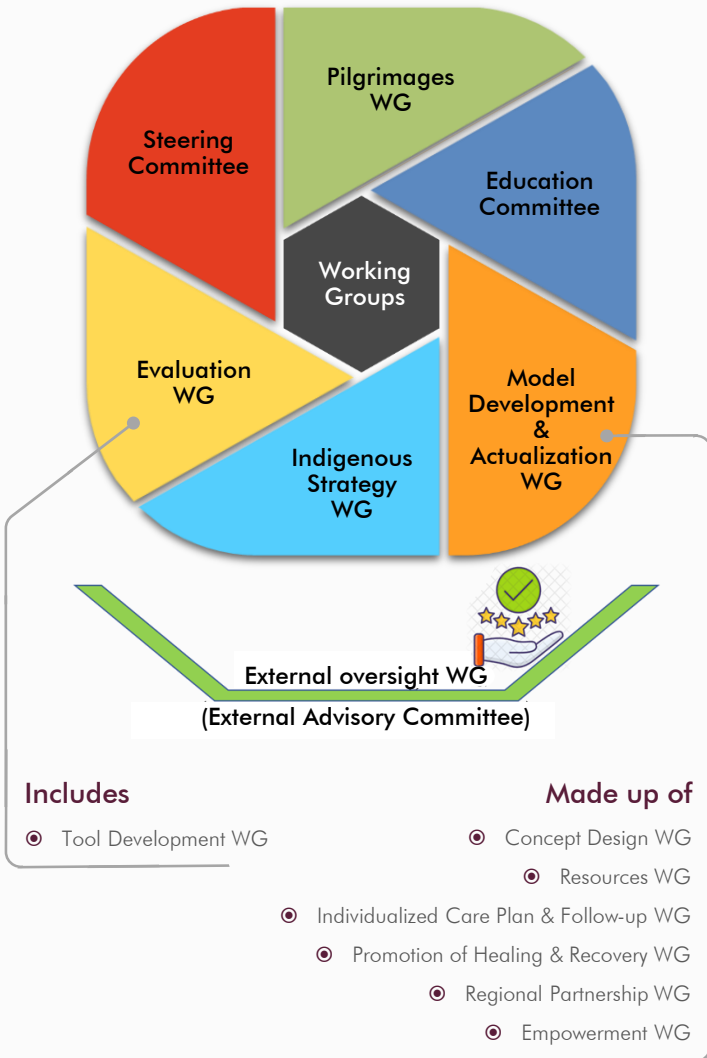
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Additional SCI topics

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Working groups overview



*WG – Working Group

Sponsors & Partners



Canadian Institutes
of Health Research

Instituts de recherche
en santé du Canada



**UNIVERSITY
OF ALBERTA**

SCI Research Chair



**Alberta Health
Services**

Friends
OF GLENROSE



**THE ALBERTA
PARAPLEGIC
FOUNDATION**



Spinal Cord Injury Alberta
Lésions Médullaires Alberta

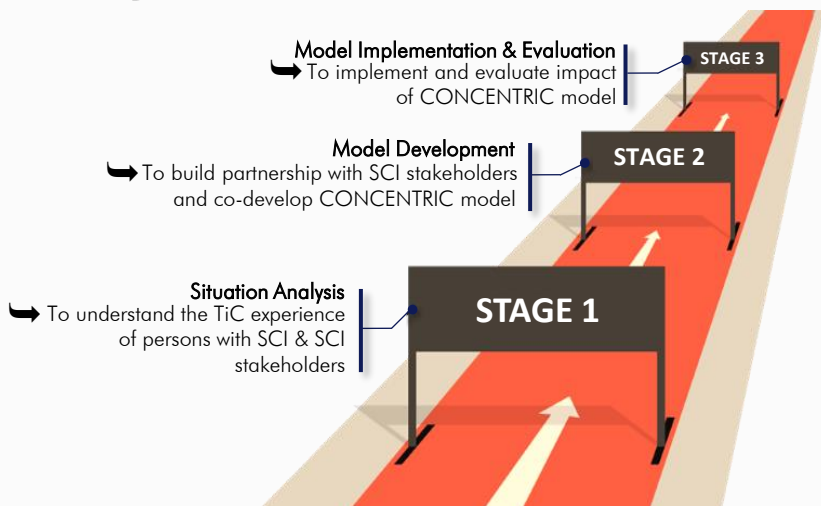


PRAXIS

Spinal Cord Institute
Institut de la moelle épinière

- University of Alberta, Faculty of Medicine & Dentistry
- University of Calgary, Department of Clinical Neurosciences
- University of Calgary, W21C

Project recap



Previous year recap...

Working Groups

- 4 inaugurated
- 1 dissolved
- 3 still active

TiC Experience

- 49 Interviews completed
- 27 with persons with SCI &
- 22 with SCI stakeholders

Analysis & Findings

- Findings presented to stakeholders
- 6 Themes, 8 Statements generated

Evaluation

- Stage 1 evaluation completed
- Modified delphi 1st round completed

Knowledge Transfer

- 5 presentations

TiC Model [CONCENTRIC]

- Model designing begins
- 5 Sessions completed

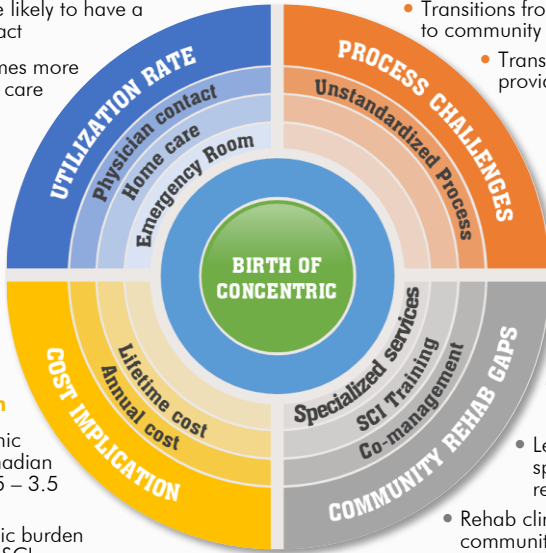
Case for CONCENTRIC

Utilization Rate

- 2.7 times more likely to have a physician contact
- Requires 30 times more hours of home care services
- Albertans outside urban areas use emergency room 2x more frequently

Process Challenges

- Transitions from inpatient to community
- Transitions between providers



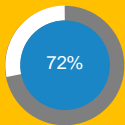
Cost Implication

- Lifetime economic burden per Canadian with SCI = \$1.5 – 3.5 million
- Annual economic burden from Traumatic SCI = \$2.67 billion

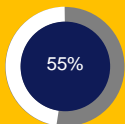
Community Rehab Gaps

- Less access to specialized SCI rehab services
- Rehab clinicians in community with little SCI training
- Referral back to specialists instead of co-managed in community

Completion Rate:



Total (Since April 2019)



Since ethics approval (Jan 2020)

Date recap

Official Start Date

April 2019

Stage 1 Start Date

March 2020

Ethics Approval Date

January 2020

Stage 1 End Date

March 2021

Official End Date

March 31, 2024

Stage 2 Start Date

June 2021

Year highlights



Second Round of Modified-Delphi

Engaging SCI stakeholders to prioritize identified tools for evaluating SCI care & support



Professional Needs Assessment

Identifying topics of interest and most rated ones among SCI care providers



Webinars

Presentations on SCI Model of care delivery & National Standard of Canada for Integrated People-Centred SCI Rehab Program

**NOV
2021**

**JAN
FEB
2022**

**MAR
MAY
2022**



Feasibility Survey

Engaging SCI stakeholders to rate feasibility of achieving identified recommendations for successful transitions in the short, medium or long-term



Concept Design Working Group

Final Co-creation session held and tasks completed



CONCENTRIC Evaluation To

Logistics, req working grou were consid



Mid-Term Report

Project's half and report st



SCI Annual Education Da

First Educati 5 sessions, 6 265 particip

ol
quired expert personnel &
up to oversee the process
ered & concluded

-time mark reached
submitted to CIHR

y
on Day held with
speakers and over
ants in attendance

**JUN
AUG
2022**

**SEPT
OCT
2022**

**Tool Development
Working Group**

Members confirmed and working
group inaugurated

**Implementation
Framework**

The Implementation Research
Logic Model chosen for the
project from a list of 11
potential frameworks considered
from a larger pool of
110 frameworks

5 New Working Groups

Request for membership in working
groups that would drive the 2nd
phase of Stage 2 sent out

**Conference
Presentations**

Four posters presented at The 61st
International Spinal Cord Society
Annual Scientific Meeting

**Annual General
Meeting**

Project update provided to
CONCENTRIC partners

General Engagement

SCI ANNUAL EDUCATION DAY

01

First SCI Annual Education Day held virtually on 17 March 2022

06

Six speakers presented on five most-rated topics selected from a list of 28 SCI topics

265

Number of unique Zoom accounts recorded during the Virtual Education Day Event

Event's two-fold goal

1. To build knowledge relevant to improving the care of persons with SCI
2. To facilitate the development of a community of practice among persons with SCI, provincial SCI clinicians and community partners

For three hours, care professionals made presentations to increase learning on health challenges and best practices relevant to the care of persons with SCI.

Presentations ran for 25 to 30 minutes with additional 10 minutes of questions that were read out at the end of each session.

The event attracted 216 registrations, 138 google invites and 265 Zoom account log-ins [maximum of 183 and minimum of 111 log-ins recorded per time] (See Fig. 5).

95% of SCI stakeholders in attendance were from within Alberta with the majority located in the Calgary Zone (59%).

Session topics were determined through a Professional Education Needs Assessment Survey sent out in November 2021.

Session Topics & Speaker[s]:

[*click on title for slides] 

- [Prognosis after SCI](#)
– Chester Ho, MD
- [Mental Health & SCI](#)
– Marc Ross, PhD
- [Common Shoulder Injuries](#)
– Mary McEwen, PT
- [Neuropathic Pain following SCI](#)
– David J. Allison, Ph.D
- [Neurorecovery/Neuromodulation](#)
– Richdeep Gill, MD PhD + Aaron Phillips, PhD

Session recordings accessible via [CONCENTRIC's YouTube Channel](#)



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General Engagement

SCI Annual Education Day 2022 Statistics

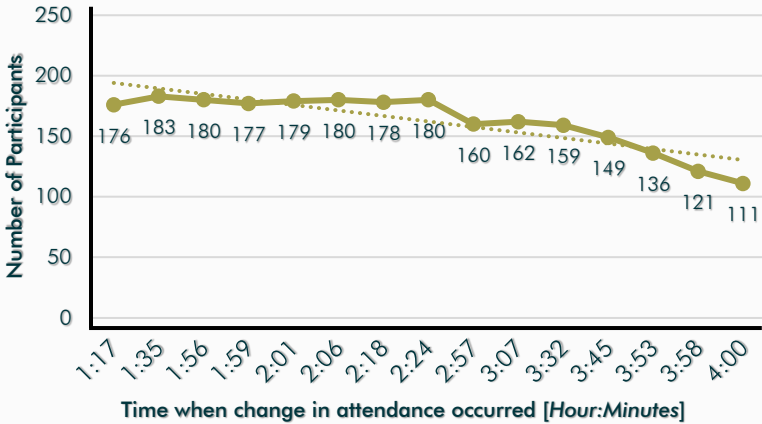


Figure 5: Zoom log-on time tracking for 2022 Education Day

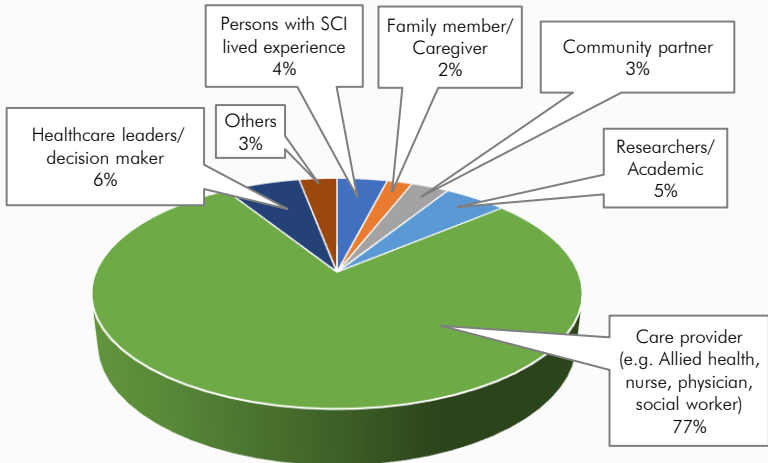
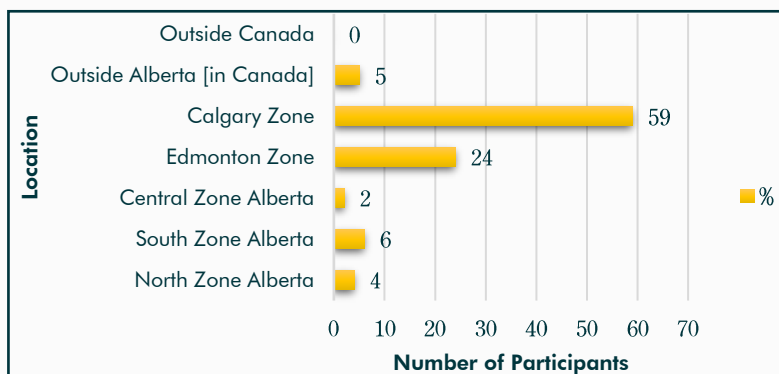


Figure 6: Participant breakdown at start of Education Day 2022
(Poll filled by 106 participants)

General Engagement

SCI Annual Education Day 2022 Statistics



Location breakdown for participants in attendance at the 2022 Education Day (n=100)

Top 10 Occupations of 2022 Education Day Registrants

Occupation	Number Registered
OT	50
Nurse	45
Physiotherapist	39
Therapy Assistant	10
Social Worker	9
AHS Leader/Clinical Leader	8
Clinical Nurse Educator	6
Psychologist	5
Respiratory Therapist	4
Retired	4

General Engagement

Professional needs assessment survey for SCI Annual Education Day 2022

64

Total number of
respondents

Respondent breakdown

Physiotherapist - 14

Nurse - 13

Occupational
Therapist - 13

Administrator/
Manager - 4

Physician - 4

Others - 4

Nurse Practitioner - 3

Social Worker - 3

Recreation
Therapist - 2

Researcher - 2

Person with lived
experience of SCI - 1

Psychologist - 1

Essential topics

<input type="checkbox"/>	Autonomic dysreflexia
<input type="checkbox"/>	Bladder management
<input type="checkbox"/>	Bowel management
<input type="checkbox"/>	Pressure injury prevention and management
<input type="checkbox"/>	Deep vein thromboembolism (DVT) and PE prevention/management
<input checked="" type="checkbox"/>	Mental health issues
<input checked="" type="checkbox"/>	Expected functional outcomes/prognostication/ISNCSCI
<input type="checkbox"/>	Spasticity

Additional SCI topics

<input type="checkbox"/>	Wheelchair seating
<input type="checkbox"/>	Research update
<input type="checkbox"/>	Existing clinical practice guidelines
<input type="checkbox"/>	Respiratory management and Sleep apnea
<input checked="" type="checkbox"/>	Pain management
<input type="checkbox"/>	Sexual health
<input type="checkbox"/>	Bone health, osteoporosis
<input type="checkbox"/>	Physical fitness
<input checked="" type="checkbox"/>	Neuro-recovery therapies and research
<input checked="" type="checkbox"/>	Neuro-modulation, e.g. functional electrical stimulation (FES) cycling, diaphragm pacing, spinal cord stimulators
<input type="checkbox"/>	Robotics, gait training
<input checked="" type="checkbox"/>	Overuse injuries, e.g. shoulder pain/rotator cuff impingement, Limb preservation and posture
<input type="checkbox"/>	Preventive care after SCI including age appropriate screening and barriers to screening
<input type="checkbox"/>	Aging after SCI
<input type="checkbox"/>	Vocational rehabilitation
<input type="checkbox"/>	Environmental control, Home modification
<input type="checkbox"/>	Heterotopic ossification
<input type="checkbox"/>	Nutrition, dietary and weight management
<input type="checkbox"/>	Transition in care from rehab to home
<input type="checkbox"/>	Overview of additional medical complications, e.g. syringomyelia, pneumonia, metabolic complications, thermoregulation, orthostatic hypotension

* Topics chosen for the Education Day

General Engagement

ANNUAL GENERAL MEETING

Objectives

1. To provide stakeholders project update
2. To introduce and request for membership in newly proposed working groups for Stage 2

The **3rd annual General Meeting** of the project was held virtually on the 19th of October 2022.

Before the meeting, CONCENTRIC partners were provided a copy of the report for the Concept Design Working Group and documents relevant to the working groups who would further develop their work.

Five newly proposed working groups (WG) were presented to partners at the meeting (See Fig 8). These include;

1. Resources WG
2. Individualized Care Plan & Follow-up WG
3. Promotion of Healing & Recovery WG
4. Regional Partnership WG
5. Empowerment WG

Following the meeting, an email with membership indication form was sent out to partners to allow those who couldn't attend the meeting to also indicate their interest in one or more of the new working groups.

In total, including partners who indicated interest at the meeting (10), **26 stakeholders have indicated interest in the working groups.**

Partners currently undergoing Connect Care transitions are yet to be approached to obtain their interest in the working groups. This would be done in 2023.

28

Virtual General meeting with 28 stakeholders in attendance



05

Five new working groups proposed and explained



14

Total recommendations distributed across 5 working groups



General Engagement

Resources

Main Focus

- ▶ How to collate, create and maintain an updated list of existing SCI resources
- ▶ How to support persons with SCI and other SCI stakeholders to access relevant resources

Promotion of healing & recovery

Main Focus

- ▶ How to increase access to new and emerging therapies that promote healing/recovery after SCI
[therapy = any treatment that helps someone feel better, grow stronger, etc., especially after an illness (Cambridge Dictionary)]

Individualized care plan & follow-up

Main Focus

- ▶ How to create, maintain and share individualized care plan for persons with SCI in a timely manner

Regional partnership

Main Focus

- ▶ How to connect, improve communication and harmonize practices between inpatient rehab and community teams (Federal, Provincial, Municipal, Private)
- ▶ How to define roles, boundaries and expectations for SCI partners

Empowerment

Main Focus

- ▶ How to effectively train, educate and support persons with SCI and their care team

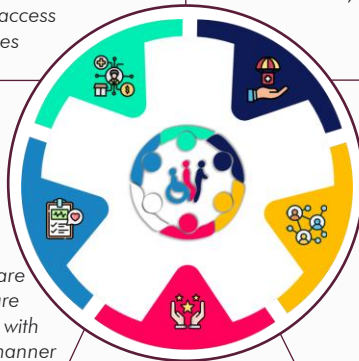


Figure 8: Newly proposed working groups introduced at General Meeting

For statements associated with each working group, click link below or scan QR-Code

 [CONCENTRIC Statements](#)



Scan me!

Working Group Engagement

Dissolved in the past year

Concept Design Working Group

Thirty six (36) SCI stakeholders representing 4 different stakeholder groups, including persons with SCI, worked together to make a first attempt at utilizing Stage 1 findings to develop a TiC model for the province of Alberta.

Stage 1 of the project focused on obtaining the actual transitions in care (TiC) experience of persons with SCI and those involved in their care using semi-structured interviews.

Using the U-Process Theory, the working group met to **transform Stage 1 findings into recommendations for a TiC model called the CONCENTRIC model**. A total of 9 sessions were conducted between June 2021 and February 2022.

The working group **generated the ideal TiC state** which was converted into video animations.

The final output of the group was organized under **6 themes with 15 associated statements** that indicated key domains recommended for successful TiC.

Five of the 6 themes would be utilized by new working groups in the second phase of Stage 2.

The working group **completed their task on 16 February 2022** and has since been dissolved and evaluated.

The [working group's report](#) was distributed to CONCENTRIC partners and available via the [project's website](#)

Further Information:

- [Ideal TiC state animations](#)



- [Concept Design WG report](#)



- [Working groups proposed to advance output of the Concept Design WG](#)



Working Group Engagement

Completed task for the year

SCI Education Day Planning Committee

The working group, inaugurated in September 2021, is made up of 13 SCI stakeholders across Alberta.

The core task for the committee is planning, organizing and coordinating the Annual SCI Education Day event.

The first Education Day was scheduled to hold in 2021 but was postponed due to Covid-19 disruptions and its toll on the care team. The **first event thus took place virtually on the 17th of March 2022** and with great success.



The team has since suspended meetings (starting March 2022) till later in the year when plans for the second Education Day would start. It is hoped that the **2023 Education Day would be hybrid** instead of just virtual.

Currently recruiting members

Model Development & Actualization Sub-Working Groups

Five new working groups were introduced at the General Meeting in October 2022 (see list on page 16).

The main task for the working groups is to utilize the recommendations from the Concept Design WG and **provide actionable steps to incorporate together into a TiC model called the CONCENTRIC model.**

Request for indication of interest in one or more of the working groups was sent out on October 24, 2022.

Inauguration of the working groups would take place in the coming months.



Working Group Engagement

Currently Active

Evaluation Working Group

The working group (WG) has two primary tasks and are focused on six outcome domains;

Primary Tasks

- 1 To determine how and evaluate the processes involved across all stages of the entire Concentric Project.
- 2 To decide how and evaluate the effectiveness of the TiC model (CONCENTRIC model) that is developed

Outcome Domains

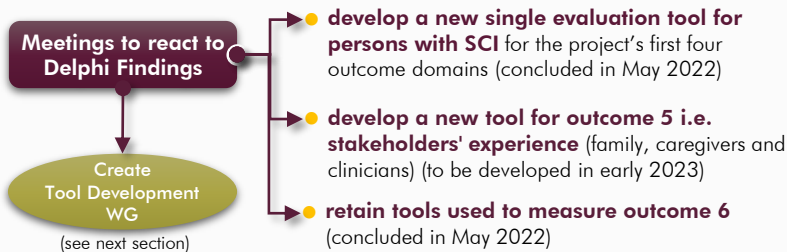
- 1 Transition in Care
- 2 Changes in Health
- 3 Changes in Function
- 4 Changes in Quality of Life
- 5 Changes in System Stakeholder's Experience
- 6 Improvements in Preventable Complication Rates

Tasks completed by the WG include

- Second Round of Delphi (to prioritize tools for evaluating the project's six outcome domains) – January 2022
- Evaluation of SCI Annual Education Day 2022 – April 2022
- Evaluation of the Concept Design WG – April 2022
- Identification of potential health indicators for model effectiveness comparison – ([see section on Pre-Implementation Planning](#))



Key Outcomes from Meetings



Working Group Engagement

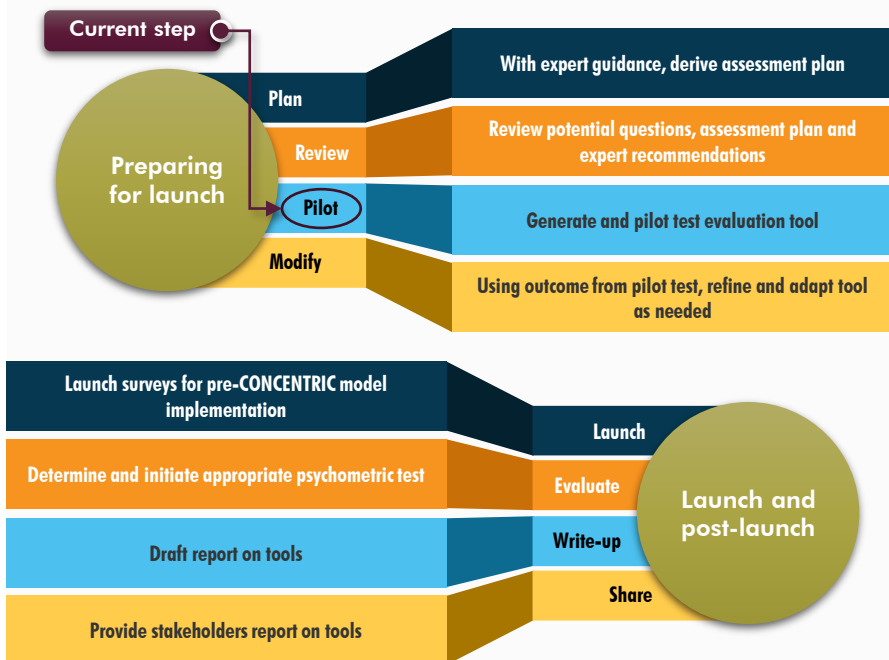
Active Sub-Working Group

Tool Development Working Group

This working group was put together and **inaugurated on the 8th of June 2022** following consensus on developing a new single evaluation tool for four of the six outcome domains for the project.

The expected outcome of the work of the group is an **evaluation tool validated with the SCI population** that would be administered by the individual person with SCI.

Working with psychometric experts, the **proposed plan for the working group with the current step** are captured in the image below



Working Group Engagement

Completed Surveys

Concept Design Working Group Evaluation

Goal To evaluate the working group processes, activities and experience so as to make real-time improvements in subsequent working groups

14

Number of responses out of total of 36 members

Areas covered

- About the working group (WG)
- About planned activities of the WG
- About accomplishments

Survey excerpts

Questions with at least one person disagreeing

Activities/Action plan for the WG were clearly described.

Timelines for achieving the deliverables and outcomes were appropriate.

"Great process for respectful, collaborative work!"

"The group activities were very successful. They were engaging, made you reflect and think deeply. The whole group was involved which is why so many excellent ideas have come out of this working group."

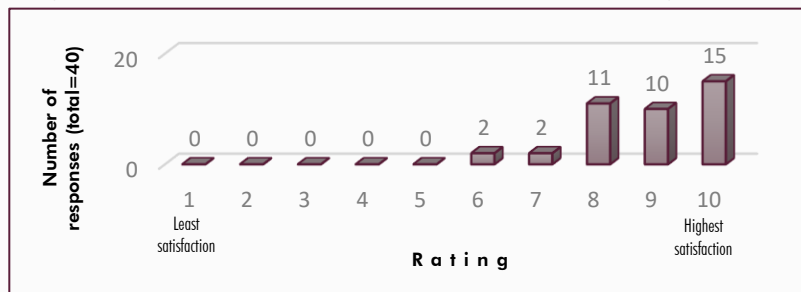
SCI Annual Education Day Evaluation

Goal To evaluate the event sessions, topics and stakeholder experience and use learnings to improve the outcome of subsequent Education Day events.

40 Number of responses out of over 200 participants that attended

20 Total number of survey questions

Rating the overall event from 1 to 10 with 1 as least satisfaction and 10 as highest satisfaction



[Pre-]Implementation Planning

The project is currently in the second phase of Stage 2 which focuses on developing the CONCENTRIC model (i.e. a standardized, evidence-based, provincial TiC model).

In addition to developing the CONCENTRIC model, **three main pre-implementation considerations** are concurrently being made.

The considerations are summarized in the right box and expounded below

Pre-implementation Considerations

- Implementation framework to guide the process of translating research into practice
- Survey (to obtain stakeholder input)
- Health indicators to set evaluation baseline

Implementation Framework

Decision on the **appropriate framework was made in August 2022** based on its

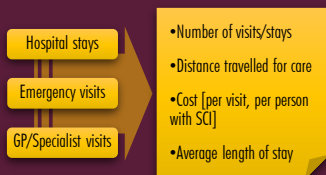
- Ease to comprehend
- Inclusion of multiple levels and
- Accounting for multiple actors.

The decision led to the selection of the [Implementation Research Logic Model](#)

Health Indicators

Currently, **health services data are being analysed to set a baseline** reflecting what obtains before implementing the CONCENTRIC model.

Shown in the image below are the potential variables considered and their respective outcome measures



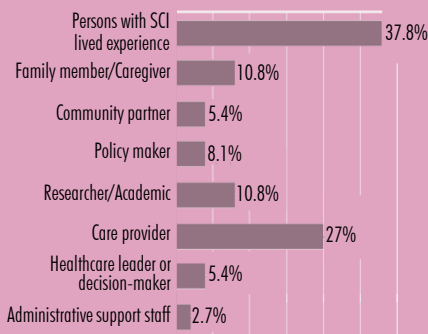
Feasibility Survey (January 2022)

SCI stakeholders were asked to rate how feasible it is to achieve identified recommendations for successful transitions in the short, medium or long-term

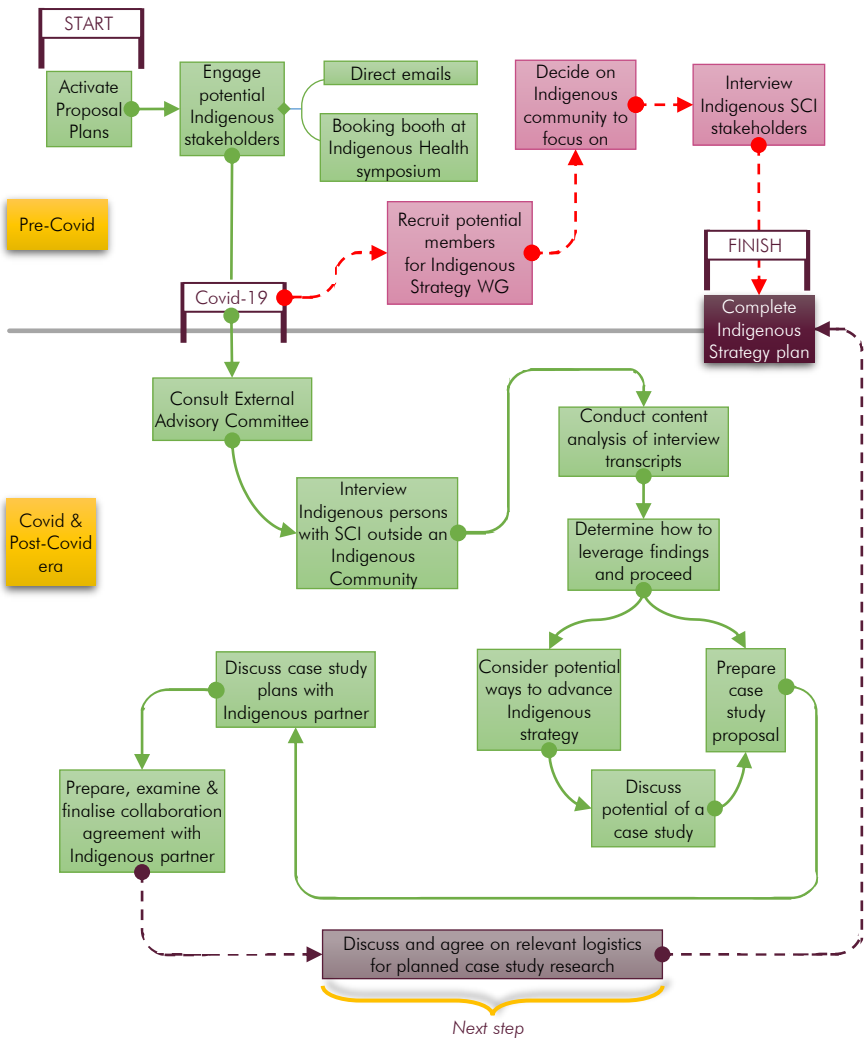
Response summary

Feasibility	Total Number of Statements
Less than 1 year	10
Between 1- 3 years	3
Greater than 3 years	1
Inconclusive	1

Breakdown of respondents (n=37)



Indigenous Strategy Journey Map



● - - -> Expected route

● - - -> Actual route taken

● - - -> Pending route

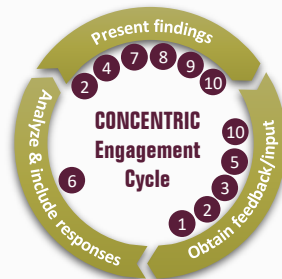
Stakeholder Engagement Summary

CONCENTRIC Engagement Cycle & Approach Breakdown

The project adopted a community-based participatory research approach. The approach emphasized the need to ensure stakeholder input across all stages of the project.

The various ways stakeholders were engaged in the project is summarized below and expounded using the IAP2 Spectrum of Public Participation.

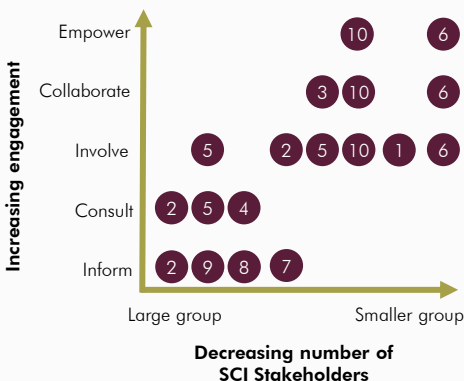
Code	Adopted Activity
1	Case clinic
2	General meeting
3	Brainstorming session
4	Lunch & learn
5	Prioritization exercise
6	Small team meeting
7	Digital animation
8	Webinar
9	Website/YouTube Channel/ One-pagers/Report
10	Working group meeting



As reflected in the chart on the bottom left:

Engagement-Activities mapping

(using IAP2 Spectrum of Public Participation)



- Amount of time required from stakeholders to participate in the project increases from the inform level to the empower level
- Required level of engagement determined the number of stakeholders that could be meaningfully engaged
- A larger number of stakeholders were engaged at the inform level and decreased as engagement progressed towards the empower level

Knowledge Transfer Activities

October 2021

Webinar on Spinal Cord Injury
Models of Care Delivery



[Slides](#)



[Video](#)



November 2021

Webinar on National Standard
of Canada for Integrated People
Centred SCI Rehab Program



[Slides](#)



[Video](#)



November 2021

Presentation to SMART Network on how to promote
successful transitions in care for people with Spinal
Cord Injuries

February 2022

Presentation to The Neurosciences, Rehabilitation &
Vision Strategic Clinical Network (NRV SCN) leadership

November 2021

*A poster presentation at the 9th National Spinal Cord
Injury Conference of the Canadian Spinal Cord Injury
Rehabilitation Association*

Understanding the services available for persons with traumatic SCI
in Alberta, Canada: A mixed methods study



September 2022

*Poster Presentations at The 61st International Spinal
Cord Society Annual Scientific Meeting, Vancouver*

- ◆ Designing a New Model of Care to Improve Transitions in Care for People Living with Spinal Cord Injury in Alberta: A Multi-stakeholder Engagement Strategy informed by the U-process Theory
- ◆ Developing a spinal cord injury transitions model of care in Alberta
- ◆ CONCENTRIC stakeholder engagement: Translating research into practice
- ◆ CONCENTRIC Outcome Measurement: Determining the Most Appropriate Tool/s

Others

Manuscripts

1

Narrative analysis paper looking into understanding the health pilgrimages of persons with SCI in Alberta by integrating their narratives with that of their family members and care providers. (*in progress*)

2

Mixed-methods paper aimed at describing the current services available for people with traumatic SCI in Alberta and understand how the services promote community participation. (*submitted – under review*)

3

Reflexive thematic analysis paper focused on describing barriers and facilitators to a good transitions experience using the experience of persons with SCI in Alberta and other stakeholders involved in their care. (*in progress*)

Year Challenges

1

A key challenge this year was **Connect Care Transition**. Engagement with stakeholders involved in the transition had to be suspended to avoid adding to their workload or causing avoidable distraction during the transition.

Space is made however for subsequent involvement of these stakeholders in the project as things ease off.



2



While COVID-19 restrictions have largely been lifted, site visitations are still on hold till things stabilize better and some of the **challenges resulting from the pandemic** are rectified.

3

Prior to completion of the second round of modified Delphi for prioritizing existing evaluation tools, the need to create a new tool was not anticipated.

After observing that there were **too many tools, no consistent one used with the SCI population and none were validated with the SCI population**, the need to create a single evaluation tool validated with the SCI population became necessary.



2023 Expectations

The project is currently at the final phase of Stage 2. It is expected in the new year that Stage 2 will close and Stage 3 will kickoff.

Key expectations for the coming year include;

New Working Groups

Launch of all new working groups created to identify and recommend structures, processes and outcomes to organize into the CONCENTRIC model

Evaluation Tool for Persons with SCI

Launching the CONCENTRIC Evaluation tool for persons with SCI and beginning the process of testing its psychometric properties

Evaluation Tool for Caregivers & Care Providers

Developing and launching the CONCENTRIC Evaluation tool for Caregivers & Care Providers

Site Visitations

Indigenous Strategy

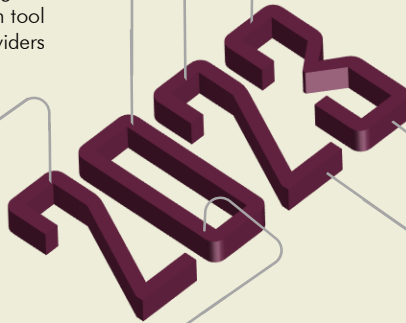
Completion of the Indigenous Strategy process

Pre-implementation Evaluation

Completion of baseline evaluation using health services data

CONCENTRIC Model

Creation and implementation of the first version of the CONCENTRIC TiC Model



Thank You

We couldn't have achieved this year's feats without the generosity, contribution and sacrifices made by our sponsors and partners.