

2016 - 2017 ANNUAL REPORT



College of Occupational Therapists of Manitoba
Quality Occupational Therapy - Accountable to Manitobans

COTM



Vision

Quality Occupational Therapy - Accountable to Manitobans

Mission Statement

Our Mission is to protect the public by regulating, advocating and advancing safe, ethical and quality occupational therapy practice in Manitoba.

Mandate

The College must carry out its activities and govern its members in a manner that serves and protects the public interest.

The Occupational Therapists Act 2002

COTM

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L to R: C.Froese, K.Maruca, H.Bartley, G.Tranquada, H.O'Donovan, P.Locken and S.Marlow.

***COTM is
grateful
for the
contributions
of its
members.***

2016 - 2017 Council

Sheila Marlow, Chair

Katlyn Maruca, Vice Chair & Executive Committee Chair

Heather Bartley, Registrar, Board of Assessors Chair (to Dec. 2016)

Sandra Ott, Registrar, Board of Assessors Chair

Hon Ha O'Donovan, Treasurer

Gina Tranquada, Secretary, Practice Issues Committee Chair

Brenna Shearer, Legislation Committee Chair

Jeanette Edwards, Investigation Committee Chair

Christine Froese, Continuing Competence Committee Chair (to Dec. 2016)

Christy Mackenzie, Continuing Competence Committee Chair

Shauna Briscoe, Inquiry Committee, Legislation Committee (to April 2017)

Crystal Wilkie, Inquiry Committee, Board of Assessors (to Jan. 2017)

Patricia Locken, Investigation Committee

Tom Paxton, Inquiry Committee

*COTM acknowledges the
contributions of the following
public representatives
who served on Council & various
committees during the past year:*

Shauna Briscoe (to April 2017)

Shawn Bugden

Janet Lawrenson (to June 2017)

Patricia Locken

Tom Paxton

Tricia Weidenbacher

Crystal Wilkie (to Jan. 2017)

Committees

BOARD OF ASSESSORS

Sandra Ott

Heather Bartley**

Laurel Rose

Julie Huish

Elisha Watanabe

Crystal Wilkie**

Sharon Eadie (staff)

CONTINUING COMPETENCE

ADVISORY COMMITTEE

Christy Mackenzie

Christine Froese **

Scott Glasier

Tricia Weidenbacher

Eva St. Lawrence

Lynda Wolf

Pearl Soltys (staff)

CONTINUING COMPETENCE

STEERING COMMITTEE

Christy Mackenzie

Christine Froese **

Jennifer McRae-King

Sharon Eadie (staff)

Pearl Soltys (staff)

EXECUTIVE COMMITTEE

Katlyn Maruca

Hon Ha O'Donovan

Sheila Marlow

Gina Tranquada

Sharon Eadie (staff)

INVESTIGATION COMMITTEE

Jeanette Edwards

Kendra Huot

Vikas Sethi

Ashley Kreml

Shawn Bugden

Patricia Locken

Sandra Nowicki (staff)

INQUIRY COMMITTEE

Linda Bailes

Andrea Auch

Shauna Briscoe *

Janet Lawrenson *

Kimberly Roer

Tamara Rogers

Barbara Siemens

Crystal Wilkie *

Tom Paxton

LEGISLATION COMMITTEE

Brenna Shearer

Leslie Johnson

Leanne Leclair

Ann Booth

Shauna Briscoe **

Sharon Eadie (staff)

PRACTICE ISSUES COMMITTEE

Gina Tranquada

Sheila Marlow

Julie Bell

Janet Lawrenson

Sharon Eadie (staff)

NOMINATIONS COORDINATOR

Joanna Quanbury

Sheryl Singer *

* completed term on committee

**completed term on council

Council Chair and Executive Director Message

As we write this report, we are in a season of transition – not just because autumn is in the air – but we are in the midst of many announcements of changes to Manitoba healthcare. This will trigger system, program and personal changes for many.

During this past year, the COTM Council approved 2017 to 2019 Strategic Directions adding in a new Strategic Direction focused on Supporting Occupational Therapy Practice. While conducting its environmental scan in the fall of 2016, the Council identified the election of a new government (in April 2016) as having a potential impact on the work of the College. As a professional regulator, COTM's mandate is focused on public protection, however the Council wants to ensure it can be responsive to changes that will impact on members in meeting their professional obligations in a new system.

We also acknowledge that for many, participation in the new online renewal system was a change and a challenge. Though the user experience was less than ideal, COTM experienced many of the anticipated benefits of an automated system with workload, data entry and inter organization communication. As with all things, we are committed to improvement and “working out the bugs”.

Given the mandate set by *The Occupational Therapists Act* you will note that the current Strategic Directions look much like those of the previous period. This report will highlight the manner in which COTM is meeting its key obligations of registration, continuing competence and complaint investigation. And efforts continue down the pathway to regulation under *The Regulated Health Professions Act*.

Though COTM is an autonomous organization, it works in partnership with many others: OT regulators in Canada through the Association of Canadian OT Regulatory Organizations (ACOTRO), regulatory organizations in Manitoba that regulate health professions through the Manitoba Alliance of Health Regulatory Colleges (MAHRC), and other national organizations such as the Canadian Association of Occupational Therapists (CAOT) and the Canadian Network of Agencies for Regulation (CNAR) and local entities such as the OT Department in the University of Manitoba College of Rehabilitation Sciences (CoRS). These networks are sources of information and support

as COTM begins to explore more closely how it could contribute to realizing the relevant Calls to Action in the Report of the Truth and Reconciliation Commission of Canada. COTM is currently represented on the Search and Selection Committee for the Head of the Masters of Occupational Therapy Program at the University of Manitoba.

The COTM Council is made up of elected and public representatives. Much is accomplished through the hard work and dedication of those who serve on Council as well as many who provide service through COTM committees. Our sincere thanks for the contributions of all COTM volunteers and staff.

Respectfully submitted,



Sheila Marlow, O.T. Reg. (MB)
Council Chair



Sharon Eadie, O.T. Reg. MB)
Executive Director





Governance

Strategic Direction #1: Maintaining and supporting an effective governance model.

- Goal #1: The Council will be guided by Values.
- Goal #2: The Council will be guided by risk management strategies.
- Goal #3: The strategic plan and balanced scorecard will be used to effectively manage and communicate strategic change.
- Goal #4: The COTM Council will be responsive to emerging practice areas.

The governing board of any organization has the key roles of planning, decision making and monitoring.

Much of the work of the Council during this reporting period was devoted to the renewal of the strategic plan. These provide targets for the Council. They form the foundation for an operational plan prepared by the Executive Director who works with COTM committees to achieve these Council approved targets. The process of renewal of the plan took place over several Council meetings starting in the fall of 2016 with an environmental scan brainstorming, then discernment of the factors that would have the most impact to the organization, followed by determination of the key goals and objectives, then final confirmation. We used a process that evolved over several months which provided the opportunity for a great deal of reflection during time between meetings. The current plan covers the three year period of January 2017 to December 2019.

Strategic Directions

A new target involves the Council considering emerging practice questions that may require COTM's attention in a deliberate manner – two examples of areas which triggered much discussion in the regulatory community included Medical Assistance in Dying (MAID) and the administration of Naloxone to assist in Fentanyl overdose. Over the coming year Council will address how COTM can be responsive to changes in practice about which members are seeking direction.

Council also determined that the practice of members voting on the annual budget conveyed an inaccurate message as to the responsibility of members to determine the manner and means in which COTM would manage its financial resources. With consideration of the International Association of Public Participation tool entitled the Public Participation Spectrum, the Council clarified its role and that of members during the fall 2016 Annual General Meeting.

The Council confirmed the 2017-2018 annual budget as the financial tool required to support the plans confirmed in the spring of 2015 to further develop the COTM Continuing Competence Program, to continue to build the Information Technology system, and to replenish and build the COTM Reserve Fund. The budget also reflected needed adjustments to our forecasts in light of the costs of a discipline hearing in the fall of 2016.

The Council acknowledged the importance of working through the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO) to explore the regulatory role in the areas of certification examination and accreditation providing funding to a fall 2016 forum involving ACOTRO, the Association of Canadian Occupational Therapy University Programs (ACOTUP) and the CAOT to consider moving to one competency document. The work of ACOTRO is key to COTM's work in the area of registration processes – visit <https://www.cotm.ca/index.php/resources/links> to learn more about ACOTRO's work in 2016.

In the area of monitoring, the Council paid close attention to the expenditures regarding the IT system and the progress that was being made to the system in addition to its regular financial review. Each Council meeting was evaluated with a view to identifying ways in which Council can be even more effective by way of monitoring its own performance.

The COTM Executive Committee supports the Council in meeting its governance targets as well as assists in decision making, monitoring and evaluation of financial and human resources work.

Strategic Directions

Registration

Strategic Direction #2: Effectively meeting registration regulatory requirements.

- Goal #1: Continue involvement in national initiative for a comprehensive international applicant registration process through the ACOTRO Substantial Equivalency Assessment System – (SEAS).
- Goal #2: Ensure that the COTM registration policies and processes are reflective of current practices and are consistent with *The Fair Registration Practices in Regulated Professions Act* and the work of the Office of the Manitoba Fairness Commissioner when managing the changes created by the ACOTRO SEAS process, provincial legislation, and those anticipated under *The Regulated Health Professions Act*.
- Goal #3: Contribute to the development of regulatory based processes that support COTM's statutory role with examination and accreditation.

During the 2016-2017 year COTM has worked to transition to the new national process for internationally educated occupational therapists (IEOT's) seeking registration to practise in Canada called SEAS. This process was developed, and implemented by, the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO) with a May 2015 launch date. Efforts continue to modify COTM's registration policies which reflect and integrate the new SEAS processes. Policy changes related to currency and language requirements have been made with a view to a full review of registration policies in the coming year. Website updates are also a priority.

Just as COTM members are accountable to the College of Occupational Therapists of Manitoba for acting in a professional manner and for adhering to regulatory standards, COTM is required to comply to the principles of natural justice, to the parameters set out in *The Occupational*

Therapists Act and to the provisions of such legislation as *The Fair Registration Practices in Regulated Professions Act*. The OMFC review of COTM's registration processes occurred in the fall of 2016 and into 2017 – the final report can be found at:

<http://www.manitobafairnesscommissioner.ca/wp-content/uploads/COTM-Registration-Review-Report.pdf>.

And COTM continues to benefit from the best practices presentations and initiatives that are facilitated through the Office of the Manitoba Fairness Commissioner. COTM provided a presentation on the importance of agreements between regulators and third party service providers. Such an agreement exists between COTM and ACOTRO for the provision of SEAS. Another such agreement is in process to be signed by each Canadian OT regulator and CAOT for the administration of the National OT Certification Examination (NOTCE). This work is being coordinated by ACOTRO.

Another ACOTRO coordinated project on behalf of the provincial regulators is the "CoreCOM" project with ACOTUP and CAOT; its focus is to follow up on the examination and accreditation forum of September 2016 to develop one competency document. It would replace the ACOTRO *Essential Competencies of Practice of Occupational Therapists in Canada (2011)* and the CAOT *Profile of OT Practice in Canada (2012)*.

The Board of Assessors continues to contribute to and monitor work being conducted by the Association of Canadian OT Regulatory Organizations (ACOTRO) on cross jurisdictional practice. One outcome of this work is potentially improved follow up of clients who live outside of Manitoba. Lastly, the OT Act and OT Regulation confirms what information COTM must make public regarding its members. Considerable work took place over the past year regarding the proposed OT Online Directory – a tool that is now possible with the new COTM IT system. Consultation with members resulted in a return to the drawing board to refine the Directory. The tool should be launched during the current registration year.

Registration of College Members

2016-2017 Data (June 1, 2016 - May 31, 2017)

Registered OTs as of June 1, 2016: 691

Practising	626
Non-practising	62
Provisional	3
Temporary	0

Number of applications received **51**

Processed	51
Rejected	0
In process	0

New Registrations issued

June 1, 2016 - May 31, 2017 (+) **51**

Practising	49
Non-practising	0
Provisional	2
Temporary	0

Reinstatements issued

June 1, 2016 - May 31, 2017 (+) **0**

Practising	0
Non-practising	0
Provisional	0

Resignations (-) **25**

Practising	12
Non-practising	13
Provisional	0
Temporary	0

Non-renewal of membership (-) **3**

Practising	2
Non-practising	1
Provisional	0

June 1, 2017 Data

Registered OTs as of June 1, 2017: 737

Practising	670
Non-practising	66
Provisional	1
Temporary	0

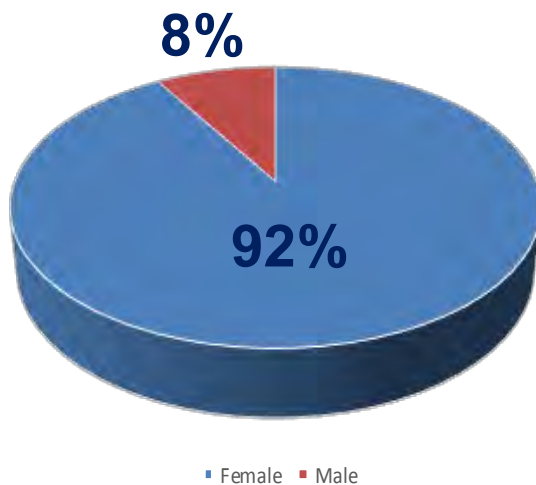
Demographics of Registered Members

Occupational Therapist Workforce Profile, Manitoba, 2015

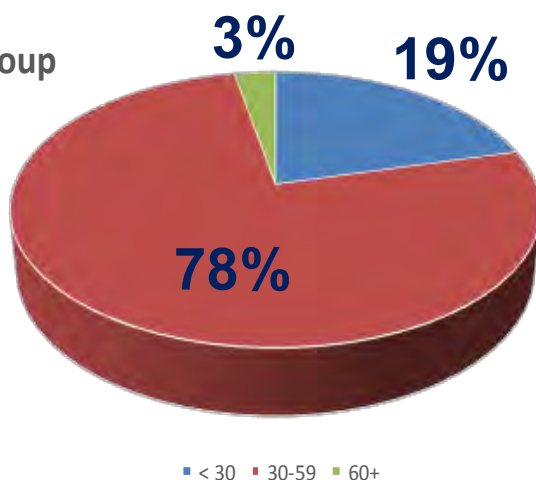
Source: The Canadian Institute for Health Information (CIHI) www.cihi.ca

Did you know?
The average age of a Manitoba OT is **39.8** years old.

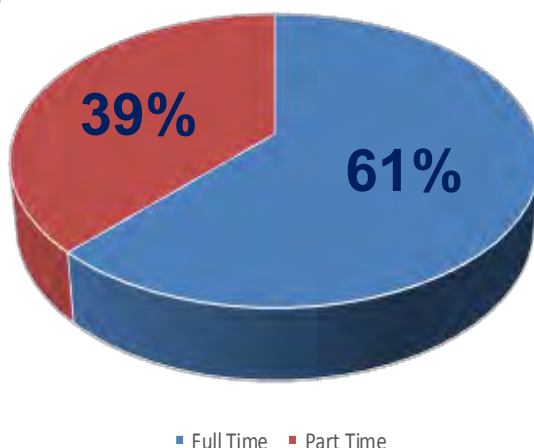
Gender



Age Group



Employment Status



Notes:

The College of Occupational Therapists of Manitoba (COTM) provides record-level information only for registrants who have given their consent to share this information with CIHI. For registrants who do not consent, the value *not collected* is submitted by the COTM. Manitoba Health provides CIHI with aggregate analyses with respect to the gender and year of birth for OTs in Manitoba.

The percentage calculated does not include missing values. The count and percentage of missing values provide an indication of data quality for each data element.

Missing Values

Missing values are values attributed in instances where a data provider is unable to provide information for a registrant for a specific data element. There are three situations that correspond to the following CIHI missing values: not collected means that the information is not collected by the data provider on the registration form or that a data provider cannot submit the information; unknown indicates that the information was not provided by the registrant; and not applicable states that the data element is not relevant to the situation of the registrant.

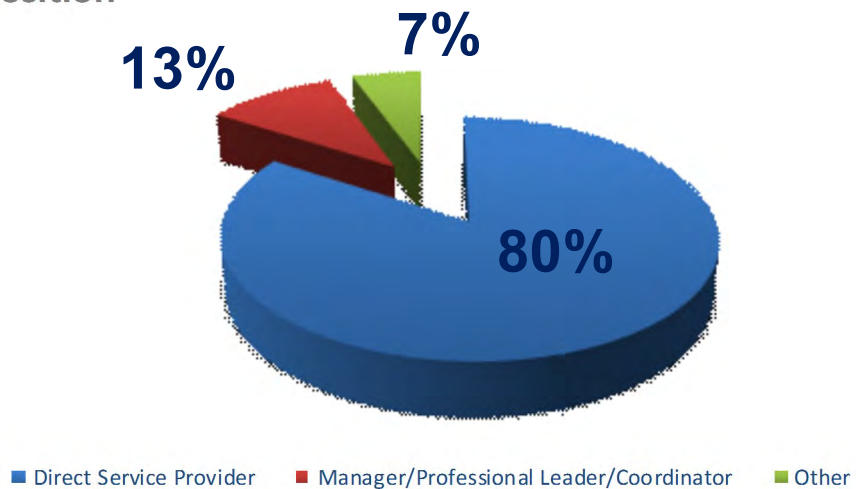
Totals may not equal 100% due to rounding.

Statistics released by CIHI will differ from statistics released by provincial **regulatory authorities due to CIHI's** collection, processing and reporting methodology.

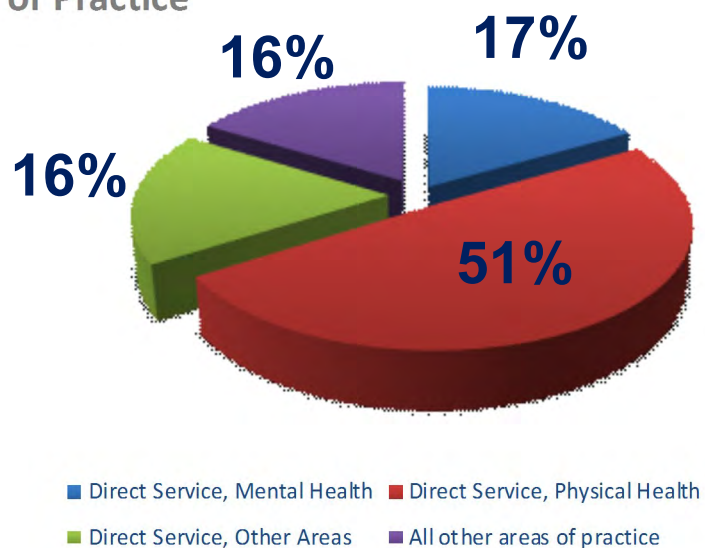
Sources:

Occupational Therapist Database, Canadian Institute for Health Information; Manitoba Health.

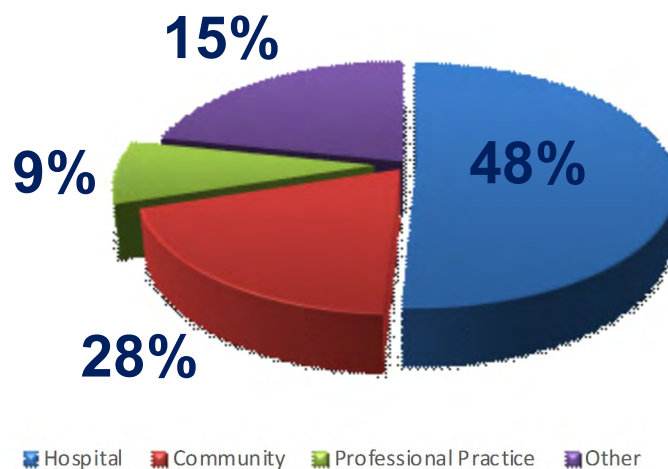
Position



Area of Practice



Employer Type





Supporting the Effectiveness of Occupational Therapy Practice

Strategic Direction #3: Supporting the effectiveness of occupational therapy practice.

Goal #1: Monitor and respond to changes in scope of practice and practice expectations

Goal #2: Continue to develop and evolve the Continuing Competence Program (CCP).

This strategic direction has been changed from an emphasis on the development of a Continuing Competence Program – an obligation of the Council as set out in *The Occupational Therapists Act* - to the ongoing improvement of the program. The strategic direction now includes formalized attention to changes in practice; this is a reflection of the changes about which COTM members are seeking input.

The work of Goal #1 was attended to by the COTM Practice Issues Committee. During this past year, the committee completed its work on the new COTM practice guideline entitled Managing Client Information – Meeting Legislative Obligations. The focus of this document is on meeting the requirements of the *Personal Health Information Act* (PHIA) and COTM expectations regarding managing records in this regulatory context.

COTM contributed to the spring 2017 Manitoba Health consultations on the *Personal Health Information Act*.

Strategic Directions

Regarding Goal #1, the key objectives included:

- Identify any changes in scope of practice standards and member competencies resulting from emerging requirements, agency approaches and trends, and changes in legislation and or regulations.
- Monitor and respond to potential changes in practice as a result of changes in provincial and or federal legislation.
- Create a mechanism for providing members with key guidance on emerging practice expectations.
- Create a plan for updating the COTM Code of Ethics and practice guidelines using a framework that considers the provisions of *The Regulated Health Professions Act*.

As in the past the goal related to the Continuing Competence Program was carried out by the CCP Advisory Committee and the CCP Steering Committee. The former is made up primarily of practising occupational therapists who provide support and direction to the program; while the Steering Committee addresses the operational implementation of the program.

The Goals for the Continuing Competence Program for 2017-2019 include:

- Connect with members to develop highest priority supports for completion of CCP requirements
- Identify and implement a way to incorporate consumer and public feedback for improving the CCP
- Select, monitor and report outcomes to develop a comprehensive evaluation of Phase 1 implementation with recommendations
- Increase volunteer resource for PREP development
- Develop practice audits including development of the Competency-Based Interview (CBI)

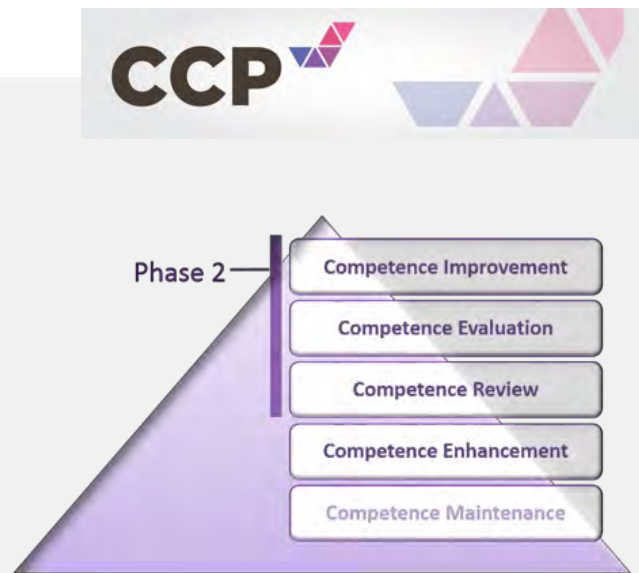
One of the key activities of the CCP Advisory is the development of the PREP modules, quiz and answer rationale. The 2016 materials on Communication received feedback which the committee closely examined and explored with the Office of Manitoba Fairness Commissioner. Work is underway on the preparation of the 2017 PREP quiz which will focus on the Managing Client Records – Meeting Legislative Obligations practice guideline.

Much of the work of the Steering Committee focused on the integration of the CCP requirements with the new COTM IT system and member portal. New with the 2017 renewal, whether renewing online or through a paper submission, was the requirement to submit CCP documents. It highlighted the need to provide members with supports regarding maintenance of documents and to improve the user experience of the member portal.

Supporting the Effectiveness of Occupational Therapy Practice... *continued*

Both CCP committees have been contributing to improving the Competence Review component of which involves random selection of 20% of the membership participating in an audit of their CCP materials annually. We are grateful for the feedback from members as we work to streamline the process, clarify the requirements and improve the audit report.

The College of Occupational Therapists of Manitoba operates a Continuing Competence Program (CCP) to assist Manitoba OTs to assume professional accountability for maintaining and developing their own continuing competence.



In 2014, COTM began planning for the implementation of the second phase of the program which will eventually encompass all of levels described in the diagram. For more description about each level, please visit the CCP area of the COTM website.

Evaluation of phase one implementation is ongoing with a view to improving the current program and progressing towards the final components of Competence Evaluation and Competence Improvement. A report to Council, expected in 2017, is pending. The IT system development has been the priority for this past year.

The CCP advisory and steering committees continue to examine objective measures of competence through review of the competence evaluation literature and environmental scans including other Manitoba regulators and Canadian occupational therapy regulators. The committee is also considering the potential elements of phase three – competence improvement. COTM has been participating in a Manitoba health regulator collective looking at where there may be a possibility of shared program components.

Complaints Investigation/Inquiry

Strategic Direction #4: Effectively meeting regulatory requirements complaints investigation.

Goal #1: Investigation and inquiry processes are consistent with *The OT Act (The Regulated Health Professions Act pending)*.

Goal #2: Assist in member understanding of the Complaints Investigation process.

The work of complaints investigation is carried out by the COTM Investigation Committee and hearings are carried out by the COTM Inquiry Committee.

Some of the most critical and costly work that COTM does in meeting its public protection mandate is the investigation and hearing of complaints. This work is guided by detailed provisions in *The Occupational Therapists Act*, by the principles of natural justice, and by the rules of administrative law. Given the cost and complexity of investigation and inquiry proceedings, COTM prepared a FAQ to assist members in their understanding of this work; please refer to: https://www.cotm.ca/upload/FACTS-Complaints_Investigation_Inquiry.pdf

COTM has availed itself of education offered by the Manitoba Council of Administrative Tribunals and the Crown Corporations Council with a view to improving investigation and inquiry processes. Work is ongoing to document policies and procedures.

This past year COTM has introduced a staff report to the Investigation Committee chair on each closed file with a view to identifying areas for improvement. The chart below provides you with a snapshot of the Investigation Committee activity over this past year. In addition there was a hearing held by the Inquiry Committee in September 2016. The results of the hearing are public and can be found at: https://cotm.ca/index.php/You_and_Your_Occupational_Therapist/inquiry_committee_decisions

Complaints Status : June 1, 2016 - May 31, 2017

Carried forward files:	5	Files open at year end:	4
New files opened:	3	New files referred by client:	2
Concluded files:	4	New files referred by other:	1

Types of all referred files reviewed in 2016 - 2017:

Fitness to practise:	1
Misconduct:	5
Unskilled practice:	1



The Regulated Health Professions Act

Strategic Direction #5: Transitioning to *The Regulated Health Professions Act* (RHPA)

Goal #1: Council fulfills its monitoring role for the implementation of the RHPA.

The COTM work on this strategic direction is supported by the Legislation Committee.

By way of background, in April 2009, Bill 18 - *The Regulated Health Professions Act* (RHPA) was introduced into the Manitoba Legislature and after the required readings and committee hearings, the Bill was amended prior to going to Third Reading and then receiving Royal Assent on June 11, 2009. Receiving Royal Assent means that the RHPA is now a law. RHPA regulations will be developed over the next number of months / years for each profession. The RHPA was proclaimed as of January 1st, 2014 with the College of Audiologists and Speech Language Pathologists of Manitoba the first health professions and regulator to come under *The Regulated Health Professions Act* (RHPA). The RHPA, as proclaimed by the Government of Manitoba, will eventually replace the current acts of 22 regulated health professions in Manitoba. Each profession will also have its own profession-specific regulations under the RHPA. This legislation ensures all health professions in Manitoba are governed by consistent, uniform legislation and regulations with a focus on patient safety. The Government of Manitoba News Release from the Minister of Health at that time mentioned the many benefits of ombudsman legislation governing all the health professions.

In the past year, COTM has monitored progress towards approval of the proposed regulations related to the College of Registered Nurses of Manitoba (CRNM).

Strategic Directions

Given the uncertain timing of COTM being in the queue to begin working with Manitoba Health for regulation of the occupational therapy profession under the RHPA, and the evolving Manitoba Health directives on many aspects of draft regulations, COTM has spent this last year working on aspects of our work about which we have more control and direction. As a consequence, our efforts have continued to focus on the understanding of the nature of reserved acts related to occupational therapy. In the spring of 2015, the COTM Legislation Committee conducted a member survey to engage its members about their practice as it relates to the reserved acts. In the spring of 2016 members of the Legislation Committee conducted the first of four planned focus groups on OT activities related to some key areas of practice. A focus group on the psychosocial intervention reserved act was held in the fall of 2016.

The COTM council, in developing the 2017-2019 strategic directions acknowledged that COTM would not meet the December 2016 target for a submission to Manitoba Health given the current pace of other professions in the queue achieving regulation under the RHPA. COTM continues to monitor the submissions of other professions to provide feedback and glean guidance as to the aspects of our work that may be changed with regulation under the RHPA.

The RHPA has been a catalyst for the further establishment of the Manitoba Alliance of Health Regulatory Colleges (MAHRC). And with the refinement and enhancement of mandate and structure, MAHRC relaunched a public education campaign. It is designed to assist the public about professional regulation. Visit <http://www.mahrc.net/>

COTM has been a participant in the work of MAHRC to propose a consultation model based on the International Association of Public Participation tool entitled the Public Participation Spectrum. This will assist COTM as we engage with members, stakeholders and the public in information gathering and consultations to prepare for regulation under the RHPA.



Financial Matters -

A Message from the Treasurer

The COTM Council is mandated with fulfilling the regulatory requirements of *The Occupational Therapists Act* and ensuring the public interest is served with respect to occupational therapy practice in Manitoba. These activities include registering appropriately qualified therapists, setting and monitoring standards of practice, implementing a continuing competence program, and responding to concerns and complaints related to our members' practice. As a self-regulated professional organization, COTM is under constant pressure to meet these obligations responsibly while funded principally through membership fees.

This report will provide a review of this past year's financial activity with a comparison to the anticipated budget for that same period. It will also provide context to the proposed 2017-2018 budget.

Review of the 2016 – 2017 Financial Year

This information is gleaned from the 2017 Audited Financial Statement prepared by Deloitte and accepted by Council on August 29, 2017.

Revenue: At the end of the 2017 fiscal year, revenue exceeded that budgeted by \$20,233. This additional revenue is primarily accounted for by greater than anticipated new COTM applications of approximately \$13,000, an additional \$4,400.00 in investment income over that budgeted, and approximately \$2,300.00 in recovered expenses from MSOT.

Expenses: Overall expenses this year were \$32,000 higher than budgeted.

Areas where expenses were higher than expected were: Association Dues - \$1,500 was contributed to the Manitoba Alliance of Health Regulatory Colleges public relations campaign; Professional Fees (IT) were over by \$12,654 since the IT system development extended throughout the fiscal year with more intensity and complexity than anticipated; Professional Fees – Legal were over by \$16,455 due to an Inquiry Committee hearing at a cost of approximately \$28,000; Benefits and Source Deductions were over by approximately \$8,400 due a payout of Executive Director vacation time which also reflects the complexity of the IT system development.

IT Depreciation of \$15,951 and transfer to Capital Assets of \$19,141 represent the amounts spent on the IT system development – which COTM budgeted at \$37,538.

There were several areas where expenses were less than anticipated: Council and Committee expenses, Executive Director meeting expenses and Education and Training. The CCP ongoing implementation costs came in approximately \$5,000 below budget. Since fewer members used the online system to renew for June 1, 2016 then the payment processing costs were \$6,100 less than anticipated.

In the area of development, COTM anticipated spending \$22,000 on the creation of a member portal for the upload of CCP documents. The IT system was able to accommodate this without additional development costs. These funds were therefore used to offset higher Professional Fees – IT and unanticipated expenses to develop additional capability of the IT system to meet Canadian Institute of Health Information reporting requirements.

Surplus: COTM was able to direct \$34,638 to the Reserve Fund. This was primarily directed to the Discipline/Hearing project line: \$26,709 and to Special Projects: \$7,684.

Reserve Fund

The following is the value of COTM's reserve fund as of May 31, 2017:

Status	Restricted						Unrestricted		TOTALS
	Discipline Hearing Fund	Sick Time Coverage	Office Upgrades	Major Projects	RHPA Fund	Tech-nology	Capital Assets	Contingency	
May 31, 2016	123,290.66	14,999.01	489.84	2,315.94	10,000.00	0.00	35,734.00	16,000.00	186,829.45
Change	26,709.34	.99	243.95	7,684.06	0.00	0.00	19,141.00	0.00	34,638.35
May 31, 2017	150,000.00	15,000.00	733.79	10,000.00	10,000.00	0.00	54,875.00	16,000.00	240,608.79

The Reserve Fund provides for the following expenditures:

Project Accounts:

1. Capital expenditures (that extend beyond one budget year)
2. Leasehold improvements
3. Special Projects
4. Targeted initiatives (e.g. preparing for the Regulated Health Professions Act)
5. Technology Development and Upgrades

Risk Management Accounts:

1. Discipline hearings
2. Staff sick time coverage
3. Contingency funds

Invested in Capital Assets (new in 2015 – 2016):

This category shows the value of the IT system. It will be depreciated over a period of 5 years.

Treasurer's Message *continued...*

Review of progress to 2015 - 2020 Plan

As way of background, at the fall 2015 AGM, members heard of the plans for the CCP development and IT system initiatives that Council approved to occur during the 2015-2016 fiscal year and into the coming years to 2020. Members heard that though these development initiatives would be financed from the COTM Reserve Fund during the 2015 – 2016 fiscal year, in subsequent years, development and new operational costs would be funded through a combination of base membership fee increases (for operational costs) and levies (for development). These levies would also allow COTM to replenish the Reserve Fund and grow it to targeted levels.

2017 - 2018 Proposed Budget

The budget, approved by Council early in early 2017 for the 2017 - 2018 fiscal and registration year will be presented at the 2017 Annual General Meeting. It includes the fees collected in June 2017.

The Projected Budget for the 2017 - 2018 year can be found in the COTM AGM booklet on Page 11.

Looking ahead to 2020

At the 2015 AGM, COTM outlined a five-year financial plan for:

- undertaking an Information Technology (IT) contract to develop an *integrated information technology system* for the organization. The cost of this project is approximately \$130,000 spread over the period of 2015 - 2017. Additional baseline funding will be required for ongoing IT support.
- continuing to develop and implement the Continuing Competence Program with commensurate ongoing costs.
- building the reserves required to manage potential adverse financial events and fund future projects such as the transition to the Regulated Health Professions Act.

To inform our planning, the council made budget projections for the years 2015-16 to 2019-20 that incorporate anticipated increases in operating expenses - unrelated to major development areas - such as adjustments to staffing, inflation of all expenses, etc. This five-year plan projected full payment of the IT development and implementation and CCP development costs, incorporating ongoing support costs and increased operational expenses into the baseline budget, and augmenting the Reserve Fund to the recommended level of \$260,000 by the end of the 2019-2020 year. The COTM Council will determine if these targets require modification given the recent inquiry and projects at the national level requiring provincial input.

Engaging Members

The COTM Council recognizes the significant financial impact the fee changes have had, and will continue to have, on COTM members. The communication COTM has had with members about the fee changes will continue at the AGM and through ongoing email communication. The Council appreciates the communication members have had, in return, with COTM. Further, COTM is grateful to the Board of the Manitoba Society of Occupational Therapists for their involvement in identifying critical questions Manitoba occupational therapists may have regarding the COTM development plans and the anticipated financial impacts on our respective members.

Respectfully submitted,

Hon Ha O'Donovan, O.T. Reg. (MB)

Treasurer



Financial Statements of

**THE COLLEGE OF OCCUPATIONAL
THERAPISTS OF MANITOBA**

May 31, 2017

INDEPENDENT AUDITOR'S REPORT

To the Members of
The College of Occupational Therapists of Manitoba

We have audited the accompanying financial statements of The College of Occupational Therapists of Manitoba, which comprise the statement of financial position as at May 31, 2017 and the statements of operations, changes in net assets and cash flows for the year then ended and the notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The College of Occupational Therapists of Manitoba as at May 31, 2017 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Professional Accountants

August 29, 2017
Winnipeg, Manitoba

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THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA

Statement of Operations

Year Ended May 31, 2017

	2017	2016
REVENUE		
Registration and license fees	\$ 438,688	\$ 348,382
Investment income	5,292	4,541
Other income	500	579
Expense recoveries - rent	900	900
Expense recoveries - phone	444	444
Expense recoveries - administration	8,916	8,134
Expense recoveries - supplies	300	538
Expense recoveries - salary	2,736	2,891
	457,776	366,409
EXPENSES		
Amortization	15,951	8,933
Association dues	2,985	1,329
Council expenses and meetings	10,530	12,602
Continuing competence	30,037	28,289
Insurance	3,294	3,293
Miscellaneous	-	3,051
Printing	3,160	4,380
Professional fees	17,878	10,076
Professional fees - IT Project	22,654	26,152
Professional fees - Legal	44,955	24,337
Rent	17,430	16,990
Service charges	4,065	716
Supplies	4,205	5,153
Support to ACOTRO	1,500	-
Technology operations	19,492	15,442
Telephone and postage	13,466	15,161
Wages and benefits	192,397	187,105
	403,999	363,009
EXCESS OF REVENUE OVER EXPENSES	\$ 53,777	\$ 3,400

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA

Statement of Changes in Net Assets

Year Ended May 31, 2017

	2017			
	Unrestricted	Internally Restricted	Invested in Capital Assets	Total
BALANCE, BEGINNING OF YEAR	\$ 16,000	\$ 151,095	\$ 35,734	\$ 202,829
EXCESS OF REVENUE OVER EXPENSES	69,728	-	(15,951)	53,777
TRANSFER FROM UNRESTRICTED FUND (Note 4)	(35,092)	-	35,092	-
INTERNAL RESTRICTIONS (Note 4)	(34,636)	34,636	-	-
BALANCE, END OF YEAR	\$ 16,000	\$ 185,731	\$ 54,875	\$ 256,606

	2016			
	Unrestricted	Internally Restricted	Invested in Capital Assets	Total
BALANCE, BEGINNING OF YEAR	\$ 16,000	\$ 183,429	\$ -	\$ 199,429
EXCESS OF REVENUE OVER EXPENSES	12,333	-	(8,933)	3,400
TRANSFER FROM RESTRICTED FUND (Note 4)	-	(42,362)	42,362	-
TRANSFER FROM UNRESTRICTED FUND (Note 4)	(2,305)	-	2,305	-
INTERNAL RESTRICTIONS (Note 4)	(10,028)	10,028	-	-
BALANCE, END OF YEAR	\$ 16,000	\$ 151,095	\$ 35,734	\$ 202,829

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Statement of Financial Position
May 31, 2017

	<u>2017</u>	<u>2016</u>
ASSETS		
CURRENT		
Cash	\$ 590,392	\$ 318,694
Accounts receivable	14,313	16,604
Prepaid expenses	593	3,022
	<u>605,298</u>	<u>338,320</u>
CAPITAL ASSETS (Note 3)	54,875	35,734
	<u>\$ 660,173</u>	<u>\$ 374,054</u>

LIABILITIES

CURRENT

Accounts payable	\$ 41,129	\$ 64,006
Deferred revenue	362,438	107,219
	<u>403,567</u>	<u>171,225</u>

COMMITMENT (Note 5)

NET ASSETS

Unrestricted	16,000	16,000
Internally restricted	185,731	151,095
Invested in Capital Assets	54,875	35,734
	<u>256,606</u>	<u>202,829</u>
	<u>\$ 660,173</u>	<u>\$ 374,054</u>

APPROVED BY THE COUNCIL

..... Council Member

..... Council Member

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Statement of Cash Flows
Year Ended May 31, 2017

	<u>2017</u>	<u>2016</u>
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 53,777	\$ 3,400
Item not affecting cash:		
Amortization	15,951	8,933
	<u>69,728</u>	<u>12,333</u>
Changes in non-cash operating working capital items:		
Accounts receivable	2,291	(9,766)
Prepaid expenses	2,429	(1,688)
Accounts payable	(22,877)	29,725
Deferred revenue	255,219	104,595
	<u>306,790</u>	<u>135,199</u>
INVESTING ACTIVITIES		
Decrease in short-term investments	-	66,468
Purchase of capital assets	(35,092)	(44,667)
	<u>(35,092)</u>	<u>21,801</u>
NET INCREASE IN CASH POSITION	271,698	157,000
CASH POSITION, BEGINNING OF YEAR	318,694	161,694
CASH POSITION, END OF YEAR	<u>\$ 590,392</u>	<u>\$ 318,694</u>

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Notes to the Financial Statements
May 31, 2017

1. DESCRIPTION OF BUSINESS

The College of Occupational Therapists of Manitoba ("C.O.T.M." or "College") was incorporated under the Corporations Act of Manitoba. The College is a regulatory organization administering The Occupational Therapists Act in Manitoba, and is responsible for the registration of occupational therapists and the investigation of complaints made against C.O.T.M. members. The College is a non-profit organization for the purposes of the Income Tax Act and accordingly is exempt from income taxes.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

a) Net assets

The Unrestricted net assets of the College account for all revenue and expenses relating to the operations of C.O.T.M. The College has internally restricted net assets to provide for the future costs of discipline hearings and legislative amendments, significant capital expenditures, supplemental employee costs, special projects and development programs. The net assets Invested in Capital Assets account for investment made in long-term assets for the College.

b) Revenue recognition

The College follows the deferral method of accounting for contributions whereby restricted contributions related to expenses of future periods are deferred and recognized as revenue in the period in which the related expenses are incurred. All other contributions are reported as revenue of the period in which they are received or may be considered receivable. Registration and license fees are recognized in the fiscal period to which they relate. Other items of revenue are recognized as revenue when the amount is fixed or determinable and collection is reasonably assured.

c) Capital assets

Capital assets in excess of \$500 are recorded at cost and are amortized on a straight-line basis over the following terms:

Computer equipment and software	3 years
Office equipment	5 years

d) Financial instruments

Financial assets and financial liabilities are initially recognized at fair value. The College subsequently measures all its financial assets and financial liabilities at amortized cost. Changes in fair value are recognized in the statement of operations.

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Notes to the Financial Statements
May 31, 2017

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

d) Financial instruments (continued)

Financial risk

Financial risk is the risk to the College's earnings that arises from fluctuations in interest rates earned on investments, and the degree of volatility of these rates. The College does not use derivative instruments to reduce its exposure to interest rate risk.

Credit risk

Credit risk arises from the potential that a counterparty will fail to perform its obligations. Credit risk on short-term investments is managed by placing the investment portfolio with a major Canadian financial institution.

3. CAPITAL ASSETS

	2017			2016
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer equipment and software	\$ 79,759	\$ 24,884	\$ 54,875	\$ 35,734

4. INTERNAL RESTRICTIONS

During the year, the Board of Directors approved the following transfers:

- \$35,092 from the Unrestricted Fund to Invested in Capital Assets (2016 - \$2,305)
- \$34,636 from the Unrestricted Fund to the Internally Restricted Fund for the Discipline Fund (2016 - \$10,028)
- \$Nil from the Information Technology Fund to Invested in Capital Assets (2016 - \$42,362)

5. COMMITMENT

The College has a lease on its current office space that expires on October 1, 2017. Lease payments are expected to be as follows over the remaining term of the lease:

2017-18	\$ 5,367
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Working to Serve and Protect the Public Interest



College of Occupational Therapists of Manitoba

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COTM