



COTM

College of Occupational Therapists of Manitoba



The College of Occupational Therapists of Manitoba office is located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene Peoples, and on the homeland of the Métis Nation. We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.



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Vision

Quality Occupational Therapy - Accountable to Manitobans

Mission Statement

Our Mission is to protect the public by regulating 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*



2019-2020 Council

Katelyn Maruca, Chair

Shannon Hargreaves, Vice Chair to November 2019**

Christine Froese, Vice Chair

Sandra Ott, Registrar, Board of Assessors Chair

Kim Baessler, Treasurer

Carolyn Ball, Secretary, Practice Issues Committee Chair

Brenna Shearer, Legislation Committee Chair

Jeanette Edwards, Investigation Committee Chair

Christy Mackenzie, Continuing Competence Committee Chair

to December 2019**

Arthur Szulc, Continuing Competence Committee Chair

Tom Paxton, Investigation Committee

Lorraine Polet, Investigation Committee

Karen Debrecen, Inquiry Committee, Practice Issues Committee

2020 Council photo: Left to right: Arthur Szulc, Katelyn Maruca & Max, Kim Baessler, Sandra Ott, Christine Froese, Carolyn Ball, and Lorraine Polet.

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

Tom Paxton

Lorraine Polet

Karen Debrecen

Lionel Mason to May 2020

Pooja Patel

2019-2020 Committees

COTM is grateful for the contributions of its members

BOARD OF ASSESSORS

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Julie Huish
Lionel Mason*
Sharon Eadie (staff)

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Vikas Sethi
Tom Paxton
Lorraine Polet
Sandra Nowicki (staff)

LEGISLATION COMMITTEE

Brenna Shearer (Chair)
Leslie Johnson
Ann Booth
Margaret Anne Campbell-Rempel
Sharon Eadie (staff)

PRACTICE ISSUES COMMITTEE

Carolyn Ball (Chair)
Sheila Marlow
Julie Bell
Cherry Nixdorf
Karen Debrecen
Sharon Eadie (staff)

NOMINATIONS COORDINATOR

Joanna Quanbury

* completed role on committee

** completed role on council





Council Chair and Executive Director Message

After several years of focus on building our information technology system as a key operational underpinning of COTM in the form of an IT system called PIVOTAL, it seems that the new word for COTM and so many others is PIVOTING. COVID-19 has dictated many of our priorities, at least since March 2020.

Despite this being in the forefront of minds as we prepare this report, we do want to share our non COVID-19 activities and priorities and our vision for the future. To this end, the report will introduce you to the Council's new, three-year 2020-2022 Strategic Plan.

One of the benefits of envisioning new strategic priorities for an organization, is the opportunity to engage in a focused look at one's environment and the influences that affect that potential plan. Some of the key potential forces the COTM Council considered is the regulatory reform that is occurring in Ontario and B.C. Engaging in the development of a replacement to the *Essential Competencies of Practice for Occupational Therapists in Canada 3rd ed.* through a project called CORECOM and participating in the vision for "Enabling Occupation III" (one of its current nicknames) highlights how our profession is changing. Of immense significance in this work is exploration on how cultural safety and humility can be supported by the regulatory framework.

This past year, the Manitoba Alliance of Health Regulatory Colleges (MAHRC) adopted its first Strategic Plan – with an emphasis on supporting individual regulators and strengthening health regulation overall. This collective provides immense benefit to COTM. This was so very evident during the first months of COVID-19 as every facet of society was sorting out how to respond.

Here are some references to the organizations noted above and to others that support COTM to achieve its work:

- the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO) https://www.acotro-acore.org/sites/default/files/uploads/acotro_annual_report_2019_final.pdf highlights some of the work noted above such as the CORE COM project along with the Association of Canadian OT University Programs and the Canadian Association of Occupational Therapists to develop a new core competencies [<https://www.corecomcanada.com/>] in addition to other key work of this OT regulator consortium.
- the Manitoba Alliance of Health Regulatory Colleges (MAHRC) [<http://www.mahrc.net/>] which offers a collegial and local environment to assist in our efforts with professional regulation; MAHRC provides an efficient conduit for those involved in Health System Transformation and with the MB Institute for Patient Safety to engage with health regulators. Some key initiatives include clarifying competencies for public representatives, revisiting the Interprofessional Collaborative Practice directives, and hosting a CLEAR (Council on Licensure Enforcement and Regulation) board training seminar for regulatory board members and staff.
- 120 Maryland – this is the name we have given to the collective of organizations that reside at our street address; we have worked collectively to provide a safer environment through fire safety initiatives and more recently setting up COVID-19 protocols.

But at the heart of COTM's efforts are the people who serve as volunteers whether as OTs or public representatives; COTM members who provide us with formal and informal feedback and through their participation in COTM requirements with such professionalism, and the COTM staff who demonstrate dedication to the organization, all in service of assisting COTM to meet its public protection mandate.

Sincerely,



Katelyn Maruca

Katelyn Maruca
O.T. Reg. (MB)
Council Chair

Sharon Eadie

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



Strategic Direction #1

Governance

Strategic Direction #1: Enhance Council Governance

Goal #1: The COTM Council will focus on the organization's key mandate.

Goal #2: COTM will engage the public (a) to improve their understanding and confidence in how COTM regulates occupational therapists' practice and (b) to inform the COTM council regarding the public's needs and perspectives.

Goal #3: The Council will provide oversight through a Risk Assessment and Management Program.

Goal #4: The Council will guide and make real COTM's commitment to cultural safety and humility.

The COTM Council is supported by the Executive Committee in meeting its governance obligations; this committee also tends to financial and human resource initiatives.

The new 2020 -2022 Council Strategic Plan is woven throughout this report. The goals and operational plan associated with this first of five strategic directions make real the COTM Council's commitment to good governance and to COTM's core mandate.

This first strategic priority goal outlines how critical it is for the Council to focus on COTM's key mandate of public protection.

The governing board of any organization has the key roles of planning, decision making and monitoring. The COTM Council also has an adjudicative role as directed by *The Occupational Therapists Act* related to appeals of Investigation Committee decisions.

Over this past year, the Council has begun to examine all initiatives against how it supports or inadvertently undermines this mandate. It has also begun work on developing a skills matrix and to review its key competencies for council members. This will position COTM to recruit council members and to assist the government in their appointment to the Roster of Public Representatives. The Manitoba Alliance of Health



College of Occupational
Therapists of Manitoba

Quality Occupational Therapy – Accountable to Manitobans

The College of Occupational Therapists of Manitoba
49th Annual General Meeting will be held on-line

Tuesday, October 27, 2020 at 5:30 p.m.
(Central time) via GoToWebinar

Event details/registration link:
<https://cotm.ca/members/events/detail/cotm-agm-2020>



Regulatory Colleges (MAHRC) has carried out initiatives with the Minister of Health, Seniors and Active Living to also promote identifying the competencies and expectations of public members who are an essential and valued part of regulatory councils. Efforts regarding regulatory reform in Ontario and B.C. offer information and resources to also support this work.

A significant challenge facing all regulators with a mandate “to serve and protect the public interest” is the question of how do we know we are doing the right thing when contact with the public is often limited to the occasional query or to those who file complaints with the college? COTM has begun to explore the work of other organizations which have established Citizen Advisory Committees and processes. Of huge value to COTM, is the active participation of our current public representatives in reviewing documents to see if they not only speak to occupational therapists, but also have relevance to the public.

The Council examined and confirmed COTM authority to develop and enforce practice directions rather than simply provide practice guidance documents with a different level of enforceability.

A key initiative to support the monitoring role is the formalization of a risk management program. COVID-19 has further highlighted the significance of such a program. Business continuity and emergency executive leadership succession planning are two of the initiatives that mitigate potential risks. This work will continue in the coming year.

Examining if COTM is sufficiently nimble to respond to the challenges posed by the pandemic, has resulted in a greater understanding of the authority the Council has in such areas as amending by-laws.

The COTM Council has been meeting through online technology in order to respect COVID-19 physical distancing recommendations. In the coming months, new OT and public representatives will join the Council which will create the need to onboard individuals without the relationship building that occurs with in-person contact. The Council – like everyone in all facets of society – is imaginatively exploring how to ensure effectiveness in our altered circumstances.

In the area of monitoring, the Council also receives financial reports through monthly reports as well as the annual audited financial statements. Financial monitoring is also supporting the planning that is underway to respond to the fact that COTM now has reached its reserve funds targets. The 2020 audit conveys the current status of the reserve. (See Treasurer’s Financial Report)

Strategic Direction #2

Continuing Competence

Strategic Direction #2 : Confirm competence and build public confidence through the Continuing Competence Program (CCP)

Goal #1: The CCP will outline clear expectations for members to meet basic competency standards that uphold the requirement of delivering safe and ethical OT services to the public.

Goal #2: COTM will build public confidence in occupational therapists' practice through an evidence-based and relevant continuing competence program.

As in the past, the goal related to the Continuing Competence Program Strategic Directions is 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 Continuing Competence Advisory Committee welcomed a number of new members this year significantly increasing the diversity of members including a public member and a newly educated occupational therapist.

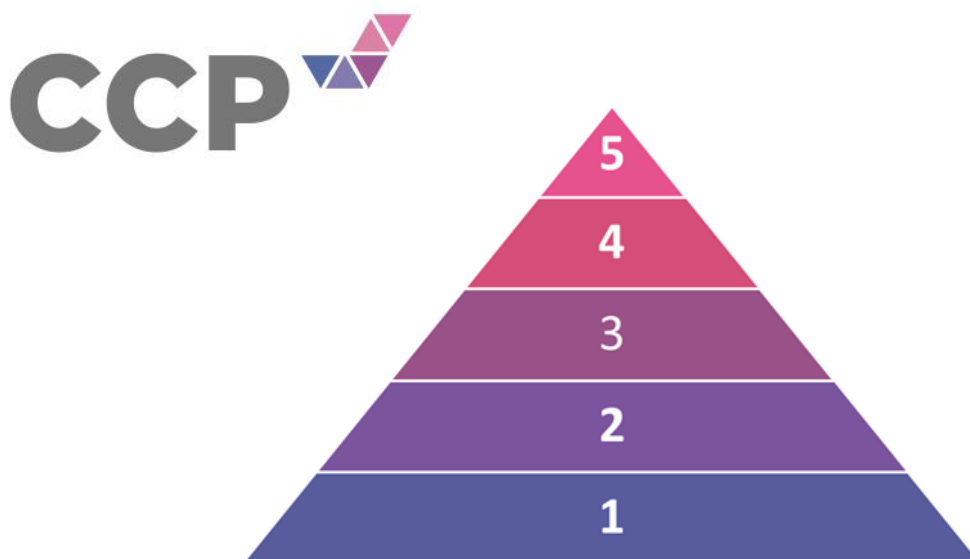
PREP 2019 was produced through a collaborative project with seven other health profession regulators in Manitoba. It was also presented through an online module – a first for COTM. COTM invited member feedback on the module content and format and received valuable information. It is evident that members value the written resource offered through PREP. To this end, a version of PREP 2019 *Use of Social Media – Pause*

Before you Post learning module has been included on the COTM (Member Area) website. Secondly, COTM is developing an archive of all past COTM PREP modules which will also be available in the Member Area of the COTM website – ideally by the end of 2020.

This past year, COTM also amended its policy to require that newly qualified occupational therapists fully participate in the Continuing Competence Program right from the beginning of their registration with COTM. This promotes the use of the CCP to support their integration into practice from the beginning of their careers as regulated professionals.

In the coming period, focus will be on the evaluating, and as needed, amending all CCP tools (Self-Assessment, Professional Development Plan, PREP, and Audit) with an aim to explicitly support documentation of benefits to clients as a result of member participation in the CCP program. Ongoing improvements to the program include policy review, updates to CCP website content such as FAQs in member area of the website, and creation of other resources.

In all future work COTM remains committed to utilizing best practices through robust research, targeted collaboration and a focus on the original guiding principles. It also works to utilize available tools, such as the COTM Pivotal IT System, to efficiently support the program.



Strategic Direction #3

Occupational Therapy Practice

Strategic Direction #3 : Support Quality Practice

Goal #1: COTM will support the quality practice of occupational therapists through new and renewed resources.

Supporting quality practice through formal guidance documents is the work of the COTM Practice Issues Committee.

During the past year, the Committee has updated the *COTM Scope of Practice Guidance Document* which will support members who have questions about Scope of Practice. This is the most frequent type of question directed to the Executive Director by members. This document can be found on the Members section of the COTM website at <https://cotm.ca/members/meeting-obligations/standards-of-practice>

The Committee also developed a Practice Guideline entitled “Managing My Practice” which addresses such issues as managing caseloads, responding to changes in personal fitness, and dealing with the disruptions of an emergency. This work began prior to the start of the current COVID-19 pandemic - and was timely in that it addresses the COTM position related to redeployment.

COTM worked through the Manitoba Alliance of Health Regulatory Colleges (MAHRC) to adopt the *Interprofessional Collaborative Practice Direction*.

MAHRC was also instrumental in coordinating the work to quickly develop a telepractice guideline. COTM’s version, *A Guidance Document for Occupational Therapists in Manitoba Regarding Telepractice 2020*, which is professionally generic, can be found on the COTM website at the following link: https://cotm.ca/upload/Telepractice_Guidance_Document.pdf

Work is in progress to amend the *Assignment and Supervision Guideline* to improve clarity around the matter of occupational therapists working with occupational therapy assistants and other support personnel.

A new feature of the Committee's work, as a result of the new Strategic Plan, is the focus to ensure that all guidelines, directions, and guidance documents are written in such a manner as to be useful to a public audience as well as regulated occupational therapists. COTM knows that users of OT services utilize COTM documents in order to inform themselves regarding the expectations they can have of their therapist. COTM efforts will support informed health services consumers.

In the coming year, the Practice Issues Committee will return to its work to considering the Regulated Health Professions Act (RHPA) provisions related to codes of ethics, practice directions, standards of practice and what possible transitions COTM will need to take in this area.

The Committee will also monitor the development and impacts of a new national essential competencies document – this the results of the tripartite national CORECOM project.



Strategic Direction #4

Complaints Investigation/Inquiry

Strategic Direction #4 : Enhance complaint investigation and inquiry processes

Goal #1: COTM will refine processes to ensure that all files are managed in a manner that is objective, effective and consistent.

The work of complaints investigation is carried out by the COTM Investigation Committee and hearings are through panels established 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 acknowledging that COTM members involved in COTM complaints processes have the right to procedural fairness and natural justice that are set out in *The Occupational Therapists Act* (the “Act”) and as required by law.

The Council monitors these expenses and has approved a Legal Fees Reserve Fund in order to smooth out the unpredictable nature of these expenditures.

Given the cost and complexity of investigation and inquiry proceedings COTM prepared a FAQ to assist members in their understanding of this work.

https://www.cotm.ca/upload/FACTS-Complaints_Investigation_Inquiry.pdf

We continue to prepare a Closed File report for the Investigation Committee Chair to identify key features of each complaint; this contributes to ongoing quality improvement for COTM staff and committee members involved in these processes. In support of quality improvement, staff met with COTM investigators to debrief on files as well as to review key information.

Education these past few months has focused on how to pivot investigations and inquiry proceedings to virtual platforms to support physical distancing protocols. Staff have also attended sessions on how to address complaints in which registrant / member mental illness is at the heart of the issue. As always, education continues to be a significant priority.

Work is nearing completion on an Investigation Committee manual which will provide guidance on a wide array of topics.

The following information provides you with a snapshot of the Investigation Committee activity over this past year and along with the previous four years.

Complaints Status : June 1, 2019 - May 31, 2020

Types of all referred files reviewed in 2019 - 2020:

Carried forward files: 6	Files open at year end: 1	Fitness to practise: 2
New files opened: 1	New files referred by client: 1	Misconduct: 2
Concluded files: 6	New files referred by other: 0	Unskilled practice: 3

Review of COTM Complaints by Calendar Year 2016 - 2020

File Year	Type of Concern	Complainant / Source of Concern	Type of Practice
2020			
1 new file	Misconduct	Client	Private
2019			
2 new files	Fitness to practise	Referred by other	Public
	Unskilled practice	Referred by other	Public
2018			
4 new files	Unskilled practice	Client	Public
	Misconduct	Client	Private
	Fitness to practise	Referred by other	Public
	Unskilled practice	Client	Public
2017			
4 new files	Misconduct	Client	Private
	Misconduct	Client	Private
	Misconduct	COTM Executive Director	Public
	Unskilled practice	Client	Private
2016			
2 new files	Fitness to practise	Colleague	Public
	Misconduct	Colleague	Public

Strategic Direction #5

The Regulated Health Professions Act

Strategic Direction #5 : Prepare for The Regulated Health Professions Act transition and enhance regulatory structures

Goal #1: COTM regulatory structures will align with the RHPA.

Goal #2: COTM will modernize its regulatory processes.

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. The RHPA was proclaimed as of January 1st, 2014 with the College of Audiologists and Speech Language Pathologists of Manitoba as the first health profession 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.

To date, the practice of three professions have been proclaimed under the RHPA: College of Audiologists and Speech Language Pathologists of Manitoba (2014), College of Registered Nurses of Manitoba (2018), and

College of Physicians and Surgeons of Manitoba (2019). A number of other professional colleges have been identified by government for RHPA proclamation over the next few years including the Psychological Association of Manitoba, Registered Psychiatric Nurses of Manitoba, Licensed Practical Nursing, Physiotherapy, and Medical Laboratory Technologists. The College of Paramedics of Manitoba is the first new health regulator established under the RHPA – it will soon be fully transitioned from its current formative status.

As each profession proceeds through the steps to RHPA proclamation, COTM actively participates in each profession's consultation process. In the past year, COTM reviewed the proposed regulations for the College of Paramedics of Manitoba.

COTM benefits from the collaborative work of the Manitoba Alliance of Health Regulatory Colleges (MAHRC) as each regulator moves towards RHPA regulation, albeit on varied schedules.

MAHRC is also a vehicle to COTM receiving information from the Manitoba Health System Transformation (HST).

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 these last few years identifying 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.

The most critical work of the Legislation Committee continues to coordinate the efforts of all other COTM committees as they address key areas of RHPA preparation.

An additional area of focus is monitoring the regulatory reform that is occurring in a number of other Canadian provinces, namely Ontario, B.C. and Alberta. Some of the key initiatives that are being proposed is moving away from regulator board / council members being selected through an election process and moving towards a competency / skills based selection process; a higher percentage of public representatives on governing councils; increased separation of governance and operations; mandated responses to complaints involving sexual abuse of clients; greater transparency especially related to investigations for the public regarding their health providers. COTM uses these provincial initiatives to identify how COTM may be able to improve its operations.





Registration - *Message from the Registrar, Sandra Ott*

Registration is a key operation of COTM. It is in support of the core COTM mandate of public protection through ensuring that all registered occupational therapists are qualified to practise. This work is primarily carried out by COTM staff with oversight by the Board of Assessors. This is COTM's registration committee and as such has two very distinct mandates – one to manage registration related matters involving COTM members; this complements the work of the office staff in administering COTM registration policies and procedures. The second significant area of work is that of development.

Registration related matters include a review of requests for the use of education hours or volunteer hours towards meeting COTM's currency requirement.

Development work this past year has been carried out by the Registrar and Executive Director related to draft registration regulations that comply with the Regulated Health Professions Act. Though COTM's journey to regulation under the RHPA is a number of years off, this work will enhance COTM's readiness when we are given the go ahead to proceed on this journey.

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*. Information on the Office of the Manitoba Fairness Commissioner – which oversees compliance with this Act – can be found at <http://www.manitobafairnesscommissioner.ca/>. COTM submits registration data to the OMFC on an annual basis with an emphasis on Internationally Educated OT statistics.

COTM also submits data on an annual basis to the Canadian Institute of Health Information in compliance with our agreement with CIHI. This populates the OT dataset. <https://www.cihi.ca/en/occupational-therapists-in-canada-2019>

Some key ongoing registration-related work is:

- COTM participates with all other Canadian OT regulators as members of the Exam Oversight Committee along with representatives from the Canadian Association of Occupational Therapists (CAOT) staff and CAOT Certification Examination Committee (CEC).
- COTM renewed its agreement with CAOT regarding the National OT Certification Examination; this included updates to the COTM Examination Policy.

Pandemic related work included:

- Meeting with CAOT and CEC to discuss needed changes to the in-person offering of the NOTCE in order to move to remote platforms; consider the implications of cancelling the July 2020 offering.
- Meetings with CAOT, the Association of OT University Programs (ACOTUP) and CAOT regarding challenges to completion of student fieldwork and the impact on registration
- Working through the ACOTRO SEAS* Oversight Committee to move the SEAS Competency Assessments to a virtual platform.
- Developing temporary registration processes to harmonize with other provincial OT regulators to facilitate Manitoba occupational therapists providing remote service and other registered OTs to provide remote service to Manitoba clients.
- Providing a process for COTM members who were challenged to fully meet all the registration requirements due to the pandemic.

*As noted in earlier reports, ACOTRO also administers the Substantial Equivalency Assessment System (SEAS) which is the vehicle to determine the eligibility for an internationally educated occupational therapist to register with a Canadian OT regulatory organization. The Board of Assessors reviews reports from the SEAS Oversight Committee of ACOTRO.

COTM participates in, and is monitoring, the work of the SEAS Oversight Committee in the key area of gap filling for SEAS applicants who have not been deemed substantially equivalent. A framework approach is being developed by ACOTRO however the pandemic has protracted this work.

Despite our recent review of registration policies in 2018 COTM staff and Registrar are embarking on a thorough review of all registration policies and Fact Sheets in order to harmonize all information in a coherent manner. This work will conclude in 2020.

Registration of College Members

2019-2020 Data (June 1, 2019 - May 31, 2020)

Registered OTs as of June 1, 2019: 777

Practising	733
Non-practising	43
Provisional	1
Temporary	0

Number of applications received **47**

Processed	47
Rejected	0
In process	0

New Registrations issued

June 1, 2019 - May 31, 2020 (+) **47**

Practising	47
Non-practising	0
Provisional	0
Temporary	0

Reinstatements and Re-registrations issued

June 1, 2019 - May 31, 2020 (+) **0**

Practising	0
Non-practising	0
Provisional	0

Resignations (-) **22**

Practising	13
Non-practising	9
Provisional	0
Temporary	0

Non-renewal of membership (-) **0**

Practising	0
Non-practising	0
Provisional	0

June 1, 2020 Data

Registered OTs as of June 1, 2020: 802

Practising	743
Non-practising	59
Provisional	0
Temporary	0

Demographics of Registered Members



Occupational Therapist Workforce Profile, Manitoba, 2019

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

Manitoba OT Providers: 690 OTs

Years since graduation, 0 to 10:	291	42.20 %
Years since graduation, 11 to 20:	191	27.70 %
Years since graduation, 21 to 30:	142	20.60 %
Years since graduation, 31 & more:	66	9.50 %

Employment Category

Permanent:	544	79.4 %
Temporary:	40	5.8 %
Casual:	19	2.8 %
Self-employed:	43	6.3 %

Employment Status

Full-time:	366	58.8%
Part-time:	228	35.5 %

For each employment statistic above, 5.7% are not stated.

Workforce - Place of Work

Hospital	Community	Long Term Care	Other
43.8 %	29.3 %	3.5 %	17.7 %

Workforce - Position

Direct Service Provider	Manager/Leader/Coordinator	Other
76.0 %	10.1 %	8.2 %

Workforce - Area of Practice

Direct Service	Client Management	Administration	Education	Research	Other
76.9 %	4.4 %	4.1 %	2.3 %	.88 %	5.7 %

For each workforce statistic above, 5.7% are not stated.

Workforce - Geography

Urban	Rural	Not Stated
81.9 %	7.0 %	11.1 %

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.

Data availability:

All workforce data and analysis in this product represents primary employment statistics for health workforce. Primary employment refers to employment, with an employer or in a self-employed arrangement, that is associated with the highest number of usual weekly hours worked.

Not stated refers to values attributed in instances where a data provider is unable to provide information for a registrant for a specific data element. There may be 3 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.

CIHI data will differ from provincial and territorial statistics due to CIHI's collection, processing and reporting methodology.

For more information regarding collection and comparability of data as well as notes specific to individual provinces and territories, refer to Occupational Therapists in Canada, 2019 — Methodology Notes on CIHI's website: cihi.ca/en/health-workforce.

Sources:

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



Financial Matters -

Message from the Treasurer, Kim Baessler

This report includes the 2020 Audited Financial Statement prepared by Deloitte and accepted by the COTM Council on August 25, 2020.

The 2020 Annual General Meeting booklet also includes a COTM-prepared document entitled *2020 Year End Statement of Operations* and another entitled *Budget Comparisons*.

This report will provide a review of this past year's financial activity with a comparison to the anticipated budget for that same period (June 1, 2019 to May 31, 2020). It will also provide context to the June 1, 2020 – May 31, 2021 budget which was used to establish the registration fees that members paid in the spring of 2020.

For the purposes of the annual report I would like to highlight the following items:

Revenue

Overall revenue in 2020 compared with 2019 was lower by approximately \$5,000.

Actual revenue was \$13,000 over the budgeted amount. This additional revenue is due to slightly greater than anticipated registration revenue and additional investment income.

The budget for 2020 - 2021 anticipates an increase of revenue due to the increased number of registered occupational therapists.

Revenue over expenses

The 2020 surplus was \$26,000 greater than the 2019 surplus.

At the end of the 2020 fiscal year revenue exceeded expenses by \$134,180 rather than the anticipated \$18,000 surplus. The most significant reason for the significant surplus is as a result of COTM underspending in a number of key areas (see next section).

The proposed surplus in the current fiscal year (ending May 21, 2021) is approximately \$28,000.

Expenses

Expenses in 2020 were approximately \$31,000 lower than in 2019.

Areas where expenses were notably **lower** than in the previous year include:

- *Professional Fees / Miscellaneous* – lower expenses related to hiring investigators for complaint files;
- *Professional Fees / Legal* – lower expenses related to legal services for complaint files;
- *Service Fees (bank charges and payment processing)*: credit card charges were lower compared with previous year when COTM's renewal period was moved up by one month;

Overall expenses this year were \$103,000 lower than budgeted; main factors were:

- *Continuing competence operations* – budget anticipated implementation of objective assessment which did not occur;
- *Projects* – no financial contribution to formal projects such as those coordinated through ACOTRO or MAHRC;
- *Office: Copying / Printing* due to more member communication through email and website rather than print media;
- *Casual Office Support* - no one fully hired into the role of Office Assistant;
- *Bank charges* due to changes in fee structure for accounts;
- *Professional Fees / Miscellaneous* - fewer files requiring investigators;
- *Professional Fees / IT Project* - development was managed by COTM staff rather than a Project Manager;
- *Professional Fees / Legal* expenses - lower than budgeted due to complaints requiring less than anticipated lawyer input;
- *Wages and Benefits* - the funds targeted for additional professional staff were not fully utilized;
- *Development Funds / IT, Website, CCP* - all development expensed through the relevant operating fund.

Areas where expenses were **higher** than budgeted include:

- *Council and Committee Expenses* – with a number of education opportunities and contribution to costs of MAHRC Strategic Planning
- *Executive Director Expenses* - additional meetings related to ACOTRO work
- *Association Dues* (to ACOTRO, CSAE and CLEAR) - membership fee increases not known at the time of budget development
- *Office: Courier/Fax/Post/Phone* due to additional phone charges, postage (registered letters), Canada Post mail redirection.

Areas where expenses have been changed for 2020 – 2021:

- *Council and Committee Expenses* – with planning for increased education opportunities / conference attendance for Council members
- *Wages and Benefits* – maintains plans for additional professional staff; amendments to staff wages.

Financial Matters - A Message from the Treasurer... *continued*

Reserve Fund

COTM was able to add \$118,785 to the Reserve Fund. In 2019, \$106,175 was added to the reserve fund.

The following is the value of COTM's reserve fund as of May 31, 2020:

	<i>Restricted</i>									<i>Unrestricted</i>		TOTALS
Type	Risk Management			Project						Capital	Risk	
Purpose	Inquiry	Legal Fees	Sick Time	Office Up-grades	Major Pro-jects	RHPA Fund	IT	Sus-tain ability	CCP	Capital Assets	Con-tingen cy	
May 31, 2019	250,000		20,000	9,000	10,000	20,330	10,000	20,535	61,640	28,369	55,236	485,110
Change		25,000	5,000	14,000	0	0	0	49,785	25,000	-17,751	33,147	134,181
May 31, 2020	250,000	25,000	25,000	23,000	10,000	20,330	10,000	70,310	86,640	10,618	88,383	619,291

The Reserve Fund provides for the following expenditures:

Risk Management Accounts:

1. Discipline (Inquiry Committee Hearings)
2. Legal Fees – Investigation Fund (NEW in 2020)
3. Staff sick time coverage
4. Contingency funds

Project Accounts:

5. Office Upgrades
6. Special Projects
7. Preparing for the Regulated Health Professions Act
8. Technology Development and Upgrades
9. Succession planning and Sustainability
10. Continuing Competence Program Development
11. Capital expenditures (that extend beyond one budget year)

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

This category shows the value of the IT system. It is being depreciated over a period of 5 years. It will be fully depreciated by the end of the 2020-2021 fiscal year.

2020-2021 Budget

The 2020-2021 projected budget for the fiscal and registration year was approved by Council in late 2019 and will be presented at the 2020 Annual General Meeting for information and questions. This budget includes the registration fees collected in March - April 2020.

This Budget for the 2020-2021 can be found in the COTM AGM booklet on Page 21 and is entitled *Budget Comparative*.

This budget shows no increase in the 2020 registration renewal fee as compared with that of 2019 - to add clarity, the 2020 fee was \$700.

Additional details related to the budget have been presented in the above sections of revenue, expenses and surplus.

Looking ahead to 2021

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 of the day made budget projections for the years 2015-2016 to 2019-2020 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 \$250,000 by the end of the 2019-20 year.

Last year, the Council reviewed the desired amounts for the reserve fund and has increased the target amount for the Discipline Fund to \$250,000 which is \$100,000 greater than the earlier target. This increase is reflective of the knowledge COTM now has regarding the costs to hold Inquiry Committee hearings.

Now that all Reserve Funds targets have been met, the Council is committed to a 2021-2022 budget that reduces anticipated surpluses.

Engaging Members

The COTM council recognizes the significant financial impact the fee changes of the last few years 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 COTM Council urges members to connect with the Executive Director with questions, comments and feedback. Stay tuned for information on the proposed 2021 budget in the new year.

Financial Statements of

**THE COLLEGE OF OCCUPATIONAL
THERAPISTS OF MANITOBA**

May 31, 2020

INDEPENDENT AUDITOR'S REPORT

To the Members of
The College of Occupational Therapists of Manitoba

Opinion

We have audited the accompanying financial statements of The College of Occupational Therapists of Manitoba (the "College"), which comprise the statement of financial position as at May 31, 2020 and the statements of operations and changes in net assets for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

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, 2020 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 ("ASNPO").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants

August 25, 2020
Winnipeg Manitoba

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THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Statement of Operations
Year Ended May 31, 2020

	2020	2019
REVENUE		
Registration and license fees	\$ 514,095	\$ 515,715
Investment income	10,546	12,313
Other income	480	80
Expense recoveries - rent	900	900
Expense recoveries - phone	444	444
Expense recoveries - administration	4,529	6,383
Expense recoveries - supplies	300	300
Expense recoveries - salary	1,410	1,304
	532,704	537,439
EXPENSES		
Amortization	17,752	17,752
Association dues	3,551	2,633
Continuing competence	1,305	-
Council expenses and meetings	14,165	14,086
Education and training	839	1,637
Insurance	4,212	3,452
Maintenance	157	-
Miscellaneous	188	-
Printing	1,359	849
Professional fees	6,557	33,042
Professional fees - Legal	14,607	38,854
Rent	17,685	17,476
Service charges	12,368	19,877
Supplies	4,099	4,928
Technology operations	15,068	15,100
Technology upgrades and development	10,369	3,661
Telephone and postage	13,163	11,866
Wages and benefits	261,080	244,567
	398,524	429,780
EXCESS OF REVENUE OVER EXPENSES	\$ 134,180	\$ 107,659

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA

Statement of Changes in Net Assets

Year Ended May 31, 2020

	2020			
	Unrestricted	Internally Restricted	Invested in Capital Assets	Total
BALANCE, BEGINNING OF YEAR	\$ 55,236	\$ 401,502	\$ 28,372	\$ 485,110
EXCESS OF REVENUE OVER EXPENSES	151,932	-	(17,752)	134,180
INTERNAL RESTRICTIONS (Note 4)	(118,785)	118,785	-	-
BALANCE, END OF YEAR	\$ 88,383	\$ 520,287	\$ 10,620	\$ 619,290

	2019			
	Unrestricted	Internally Restricted	Invested in Capital Assets	Total
BALANCE, BEGINNING OF YEAR	\$ 36,000	\$ 295,327	\$ 46,124	\$ 377,451
EXCESS OF REVENUE OVER EXPENSES	125,411	-	(17,752)	107,659
INTERNAL RESTRICTIONS (Note 4)	(106,175)	106,175	-	-
BALANCE, END OF YEAR	\$ 55,236	\$ 401,502	\$ 28,372	\$ 485,110

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Statement of Financial Position
May 31, 2020

	2020	2019
ASSETS		
CURRENT		
Cash	\$ 1,134,230	\$ 990,880
Accounts receivable	15,371	9,784
Prepaid expenses	619	619
	1,150,220	1,001,283
CAPITAL ASSETS (Note 3)	10,619	28,372
	\$ 1,160,839	\$ 1,029,655
LIABILITIES		
CURRENT		
Accounts payable	\$ 25,226	\$ 43,988
Deferred revenue	516,324	500,557
	541,550	544,545
COMMITMENT (Note 5)		
NET ASSETS		
Unrestricted	88,383	55,236
Internally restricted	520,287	401,502
Invested in Capital Assets	10,619	28,372
	619,289	485,110
	\$ 1,160,839	\$ 1,029,655

APPROVED BY THE COUNCIL

..... Council Member

..... Council Member

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Statement of Cash Flows
Year Ended May 31, 2020

	<u>2020</u>	<u>2019</u>
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 134,180	\$ 107,659
Item not affecting cash:		
Amortization	17,752	17,752
	<u>151,932</u>	<u>125,411</u>
Changes in non-cash operating working capital items:		
Accounts receivable	(5,587)	(141)
Prepaid expenses	-	101
Accounts payable	(18,762)	11,027
Deferred revenue	15,767	26,180
	<u>143,350</u>	<u>162,578</u>
NET INCREASE IN CASH POSITION	143,350	162,578
CASH POSITION, BEGINNING OF YEAR	990,880	828,302
CASH POSITION, END OF YEAR	<u>\$ 1,134,230</u>	<u>\$ 990,880</u>

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA

Notes to the Financial Statements

May 31, 2020

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
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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, 2020

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.

e) Use of estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of certain assets and liabilities at the date of the financial statements and the reported amounts of certain revenue and expenses during the year. The College's significant estimate is the useful life of capital assets. Actual results could differ from those estimates.

3. CAPITAL ASSETS

	2020			2019
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer equipment and software	\$ 88,759	\$ 78,140	\$ 10,619	\$ 28,372

4. INTERNAL RESTRICTIONS

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

Transfers to Internally Restricted Funds

- \$Nil from the Unrestricted Fund to the Discipline Activity Fund (2019 - \$34,000)
- \$25,000 from the Unrestricted Fund to the Investigation Committee Legal Fees Fund (2019 - \$Nil)
- \$Nil from the Unrestricted Fund to the Legislative Amendments Fund (2019 - \$10,000)
- \$25,000 from the Unrestricted Fund to the Continuing Competence Fund (2019 - \$41,640)
- \$49,785 from the Unrestricted Fund to the Succession and Sustainability Fund (2019 - \$20,535)
- \$5,000 from the Unrestricted Fund to the Sick Time Accumulation Fund (2019 - \$Nil)
- \$14,000 from the Unrestricted Fund to the Office Upgrades Fund (2019 - \$Nil)
- \$Nil from the Unrestricted Fund to the Technology Fund (2019 - \$Nil)

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Notes to the Financial Statements
May 31, 2020

5. COMMITMENT

The College has a lease on its current office space that expires on September 30, 2022. Lease payments are expected to be as follows over the remaining term of the lease:

2020-21	17,945
2021-22	18,211
2022-23	6,100

6. RECENT DEVELOPMENTS

In March 2020, the World Health Organization declared coronavirus COVID-19 a global pandemic. This contagious disease outbreak, and any related adverse public health developments, have adversely affected workforces, economies and financial markets globally, potentially leading to an economic downturn. It has also disrupted the normal operations of many businesses including that of C.O.T.M. At this time it is not possible for the College to predict the duration or magnitude of the adverse results of the outbreak and its effects on the Colleges' business.

Working to Serve

and Protect the Public Interest



College of Occupational Therapists of Manitoba

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