



Annual Report 2018 - 2019



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.

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



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2018-2019 Council

Katlyn Maruca, Chair

Shannon Hargreaves, Vice Chair

Sandra Ott, Registrar, Board of Assessors Chair

Hon Ha O'Donovan**, Treasurer (to Dec. 2018)

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

Pat Locken**, Investigation Committee (to Feb. 2019)

Tom Paxton, Investigation Committee

Lorraine Polet, Investigation Committee

Karen Debrecen, Inquiry Committee, Practice Issues Committee

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

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

Patricia Locken

Tom Paxton

Lorraine Polet

Karen Debrecen

Lionel Mason



2018 Council photo: Left to right: Tom Paxton, Christy Mackenzie, Kim Baessler, Lorraine Polet, Sandra Ott, Jeanette Edwards, Brenna Shearer and Katlyn Maruca with Max.

BOARD OF ASSESSORS

Sandra Ott
Laurel Rose
Julie Huish
Lionel Mason
Sharon Eadie (staff)

CONTINUING COMPETENCE**ADVISORY COMMITTEE**

Christy Mackenzie
Scott Glasier
Eva St. Lawrence
Jennivieve McRae-King
Alexandria Simms (staff)

CONTINUING COMPETENCE**STEERING COMMITTEE**

Christy Mackenzie
Sharon Eadie (staff)
Alexandria Simms (staff)

EXECUTIVE COMMITTEE

Shannon Hargreaves
Katlyn Maruca
Carolyn Ball
Hon Ha O'Donovan*
Kim Baessler
Sharon Eadie (staff)

INQUIRY COMMITTEE

Linda Bailes
Andrea Auch
Kimberly Roer
Tamara Rogers
Barbara Siemens
Karen Debrecen

INVESTIGATION COMMITTEE

Jeanette Edwards Kendra
Huot
Vikas Sethi
Patricia Locken*
Tom Paxton
Lorraine Polet
Sandra Nowicki (staff)

LEGISLATION COMMITTEE

Brenna Shearer
Leslie Johnson
Ann Booth
Sharon Eadie (staff)

PRACTICE ISSUES COMMITTEE

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

NOMINATIONS COORDINATOR

Joanna Quanbury

Committees

* completed role on committee

**completed role on council

Council Chair and Executive Director Message

One might describe the 2018-2019 year as one of consolidation and transition.

We are into the final year of our 2017 - 2019 Strategic Directions cycle and have made great efforts to achieve our stated goals in the areas of governance, registration, continuing competence, practice support, complaints investigation and our journey towards regulation under *The Regulated Health Professions Act*. This annual report provides a progress report in these key areas with detailed information as to our financial status. Having completed the bulk of our IT system development and website modifications and arrived at the end of our five-year long-term financial planning, we can now concentrate on new priorities related to risk assessment, succession and Phase 2 of the Continuing Competence Program development.

And because COTM's work is done in a dynamic and ever-changing environment, we continue to monitor the influences that affect our efforts in implementing *The Occupational Therapists Act* - seeking always to figure out how we can do our work of serving and protecting the public interest more effectively, more meaningfully.

This work is done with the support and involvement of many other organizations and communities. The most significant of these communities is our membership who provide feedback on our work, are the source of our occupational therapy volunteers, and engage in required COTM activities such as registration renewal, continuing competence program (CCP) and member meetings. Changes to our renewal period unfolded without issues and despite a need to introduce administrative fees in the past related to late participation in the CCP, we collected no late fees in 2019. We take this opportunity to acknowledge the level of engagement and involvement demonstrated by COTM members.

There are many other local & national organizations and communities with which COTM is involved and which support and complement our work. We have listed some of our most notable shared initiatives:

- ◆ the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO) [https://www.acotro-acore.org/sites/default/files/uploads/acotro_annual_report_2018_final.pdf] which is working 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/>].
- ◆ 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 Manitoba Institute for Patient Safety to engage with health regulators. Some key initiatives include planning to develop MAHRC's first strategic priorities, the creation of the Truth and Reconciliation Working Group, and ongoing efforts to support each regulator as they move under the RHPA.
- ◆ 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 learn and implement the Customer Service Regulation under *The Accessibility for Manitobans Act* (AMA) [<http://www.accessibilitymb.ca/>]. COTM will again seek collaboration with 120 Maryland organizations to make necessary changes to comply with the AMA Employee Standards Regulation given the mandates and experience of these four service organizations.

Thank you for this opportunity to share this past year with you.

Sincerely,



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



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



Strategic Direction #1

Governance

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

Goal #1: The COTM Council will be guided by Values.

Goal #2: The COTM Council will be guided by risk management strategies.

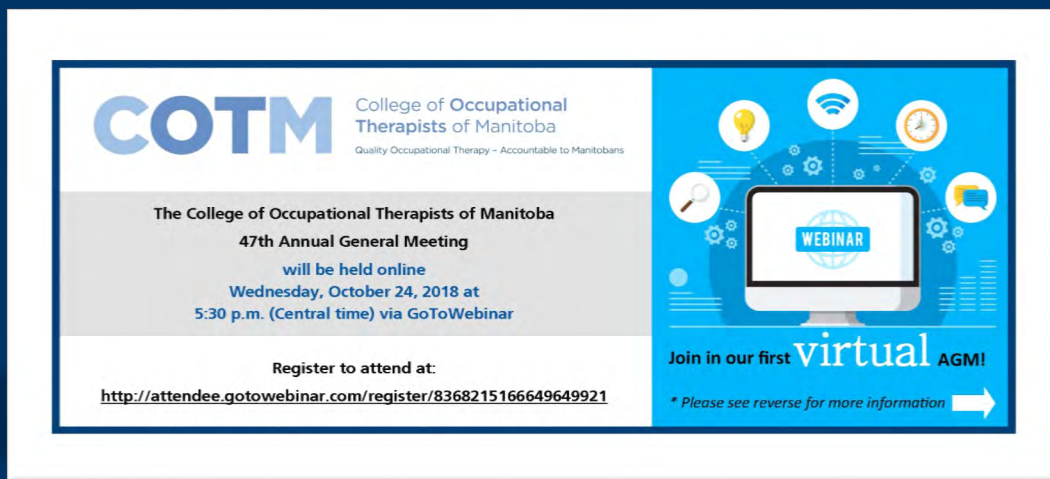
Goal #3: The strategic plan and balanced scorecard will be used to effectively manage and communicate strategic change.

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 & monitoring. The COTM Council also has an adjudicative role as directed by *The Occupational Therapists Act* related to appeals of Investigation Committee decisions; such proceedings were not required during the period of June 1, 2018 to May 31, 2019.

In the area of monitoring, the Council paid close attention to the expenditures regarding the IT system, and considered the right targets for COTM's reserve funds.

The Council has been working to address the role of public members on Council and with statutory and non-statutory committees. We currently have three government appointed public members who serve on council and statutory committees (Inquiry Committee, Investigation Committee). It is ideal if we have six appointees. In the absence of this full complement, COTM has made efforts to recruit public members in order to appoint these persons to our non-statutory committees (Board of Assessors, Continuing Competence, Legislation, Practice Issues). MAHRC is working to address the challenges regulators are facing with a shortage of public members on Council and statutory committees - this is a situation experienced by a variety of Manitoba health regulators. COTM acknowledges the invaluable role that individuals who are not COTM members bring to our deliberations.



During this period the COTM hosted its first online Annual General Meeting which was attended by 45 participants. There was active involvement of members through the opportunity to provide questions to the COTM Council and staff.

Development of risk management strategies is pending and yet remains an important objective during the coming year. Leadership continuity has become another key area of focus for COTM.

Of significance this year has been work towards developing an accessibility policy that facilitates COTM's compliance with the Customer Service Regulations under the *Accessibility for Manitobans Act* – review the COTM AMA Customer Service Policy at [https://cotm.ca/upload COTM_Accessibility_Policy.pdf](https://cotm.ca/upload/COTM_Accessibility_Policy.pdf) .

The COTM Council is supported by the Executive Committee in meeting its governance obligations; this committee also tends to financial and human resources initiatives. The Executive is conducting a systematic review of COTM By-laws to determine what current amendments are needed as well as what is contemplated once COTM is under *The Regulated Health Professions Act*. The committee will also support the Council in considering the information that is being discerned from the Cayton Report to the B.C. Ministry of Health which provides insight into areas for improvement for all health regulators <https://www2.gov.bc.ca/assets/gov/health/practitioner-pro/professional-regulation/cayton-report-college-of-dental-surgeons-2018.pdf> .

A key activity in the coming year will be the development of the 2020-2022 strategic plan.



Strategic Direction #2

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 Equivalence 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 Act 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.

The Board of Assessors is like a 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.

This past year, COTM concluded its review of COTM Registration policies. This development work will evolve again in the coming years as we prepare for regulation under the RHPA. New and amended policies on a number of fronts will be in order. Current RHPA development priorities for the Board of Assessors in the coming year will focus on registration categories and requirements.

In the past the Board of Assessors confirmed its approach to all COTM members registered to practise being visible on the COTM OT Online Directory. It also supported the implementation of the new registration renewal period, monitoring any challenges that arose.

To support the development endeavours of the Board of Assessors, COTM works closely with the Office of the Manitoba Fairness Commissioner and ACOTRO – receiving reports from the COTM Executive Director in her direct work with these two entities.

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 contributed to the review of OMFC position statements on key registration practices such as criminal history checks and third party agreements. We submit registration data to the OMFC on an annual basis with an emphasis on Internationally Educated OT statistics.

Under the auspices of the Association of Canadian OT Regulatory Organizations (ACOTRO), COTM has signed Memorandum of Understanding (MOU) with all Canadian OT regulators on cross jurisdictional practice. This was reported last year. This coming year, COTM has amended its Temporary Registration policies and procedures to support this type of registration. One outcome of this work is potentially improved follow up of clients who live outside of any one jurisdiction.

COTM has also signed an agreement with the Canadian Association of Occupational Therapists related to their administration of the National Occupational Therapy Certification Examination (NOTCE) on behalf of the regulators. COTM, along with the other OT regulators in Canada, is a member of the Exam Oversight Committee. They are joined by CAOT staff and Certification Examination Committee members to achieve the regulatory governance standards and practices that should exist for all high stakes professional examinations.

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. It is monitoring the work of the 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. Participating in work on this front will be a focus for COTM in the coming year.

This spring, we welcomed Lionel Mason to the Board of Assessors as a public member. He was appointed by the Council and we welcome his insights and experience as we work towards important conversations regarding such matters as the recommendations of the Truth and Reconciliation Commission.

Registration of College Members

2018-2019 Data (June 1, 2018 - May 31, 2019)

Registered OTs as of June 1, 2018: 759

Practising	692
Non-practising	65
Provisional	2
Temporary	0

Number of applications received 51

Processed	51
Rejected	0
In process	0

New Registrations issued

June 1, 2018 - May 31, 2019 (+) 51

Practising	50
Non-practising	0
Provisional	1
Temporary	0

Reinstatements issued

June 1, 2018 - May 31, 2019 (+) 0

Practising	0
Non-practising	0
Provisional	0

Resignations (-) 38

Practising	26
Non-practising	12
Provisional	0
Temporary	0

Non-renewal of membership (-) 0

Practising	0
Non-practising	0
Provisional	0

June 1, 2019 Data

Registered OTs as of June 1, 2019: 776

Practising	732
Non-practising	43
Provisional	1
Temporary	0

Demographics of Registered Members

Gender:

8%

92%



Females: 541 Males: 47

Did you know?

The average age
of a Manitoba OT
is 40.3 years old.

Age Group:

Under 30 years: 93

16%

30 - 59 years: 470

80%

60+ years: 26

4%

Occupational
Therapist
Workforce Profile,
Manitoba, 2016

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

Employment Status:

Full-time: 366

62%

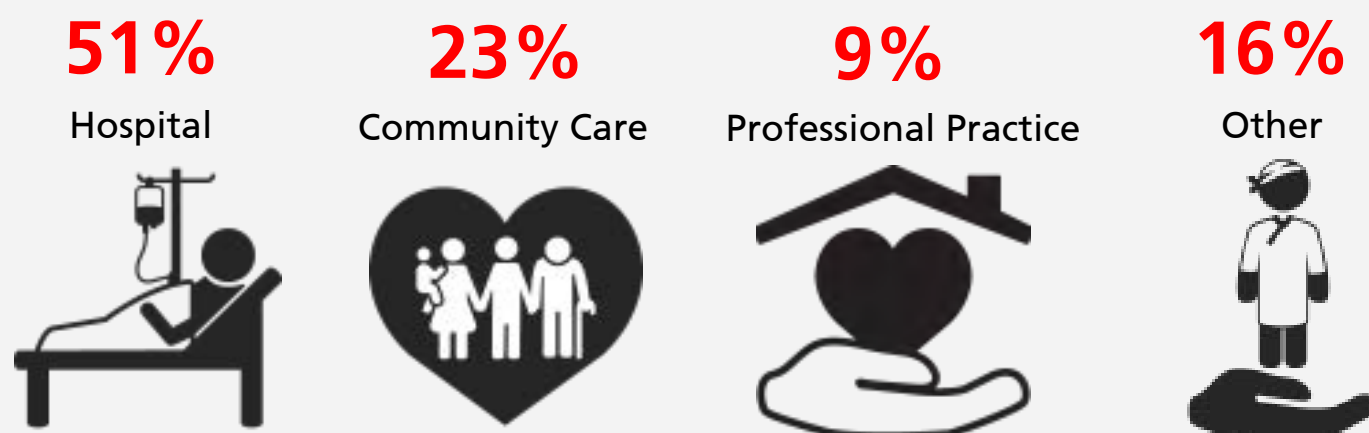
Part-time: 228

38%

Area of Practice:

Direct Service Physical Health	Direct Service Mental Health	Direct Service Other	Vocational Rehabilitation	All Other Areas
48%	15%	18%	2%	16%

Employer Type:



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.

Strategic Direction #3

Supporting the Effectiveness of OT 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 two somewhat distinct priorities; and the manner in which COTM addresses them are indeed divergent. Goal #1 is the purview of the COTM Practice Issues Committee and the second Goal is managed by the COTM Continuing Competence Advisory Committee and the COTM CCP Steering Committee.

Practice Issues

Regarding Goal #1, the key objectives include:

- 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*.

During this past year, the Practice Issues Committee has begun work on a number of guidance documents. This is a new tool for providing practice “advice” with less direction and more focus on providing information to assist in independent decision making. One is focused on supporting members who have questions about Scope of Practice. This is the most frequent type of question directed to the Executive Director by members, insurers and the public. This document can be found in the Member Area of the COTM website at <https://cotm.ca/members/meeting-obligations/standards-of-practice>.

The second type of guidance document focuses on what regulated occupational therapists in Manitoba need to know about Medical Assistance in Dying (MAID). In this case, there have been no questions, but it is essential that occupational therapists understand the legal, regulatory and programs’ features of this new part of the Canadian health landscape: http://cotm.ca/upload/MAID_Guidance_Document.pdf.

In the coming year, the Practice Issues Committee will consider the 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.

Continuing Competence

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 more detailed operational goals for the Continuing Competence Program for 2017-2019 include:

- Connect with members to develop highest priority supports for completion of CCP requirements.
- Increase volunteer resources for PREP development.
- Identify and implement a way to incorporate consumer and public feedback for improving the CCP.
- Finalize the Phase 1 outcomes and program evaluation; utilize this to review and modify Phase 2 program planning.
- Continue efforts to introduce an objective assessment component into the CCP.

Evaluation of phase one implementation is currently on hold despite remaining a priority for COTM.

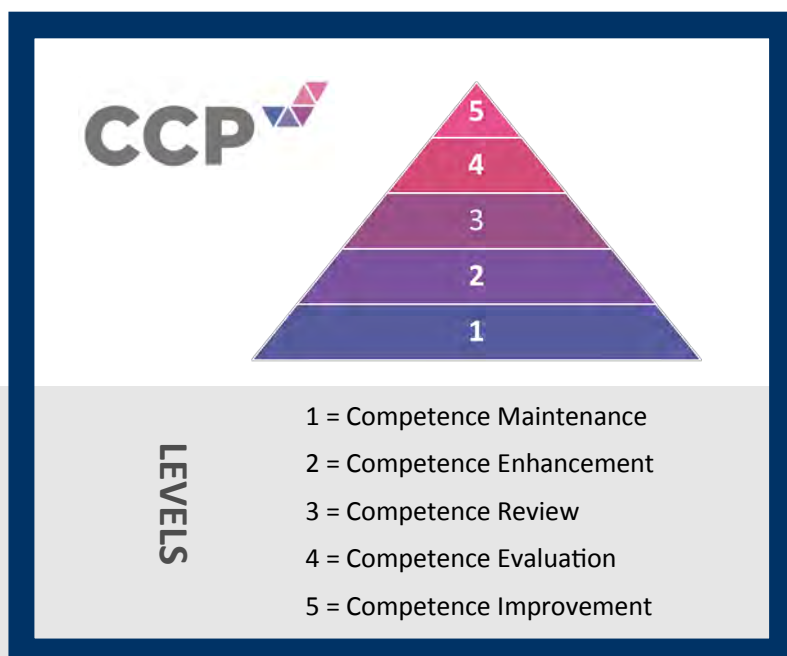
Regarding the second component of Competence Review - that being objective assessment - we have identified the significant challenges to using multisource feedback methods in a smallish province; we will continue to determine what is both effective in offering objective member feedback and operationally feasible for our profession.

The implementation of the program was the focus this past year with minor modifications to policies and processes. More robust development was on hold as we transitioned to a new CCP Coordinator, consolidated the operational features of the new COTM IT system, and revisited some of our materials to assist members. Nevertheless, the CCP Advisory Committee is consistently focused on quality improvement for the program.

It was further confirmed that the CCP Advisory is in the best position to act as the CCP Audit adjudication panel. The committee receives an anonymized report from the CCP Audit reviewer noting the results of the audits; for anyone who has noted deficiencies over the accepted threshold, the CCP Advisory Committee confirms the outcome of the audit (Pass or a Requirement to repeat the audit in one or two years). The COTM Council has approved a special category of audit selection for the coming cycle which will focus on those who have not yet been audited since the Audit began in the Fall of 2015.

The PREP 2018 module focused on the Continuing Competence Program itself. It provided members with an opportunity to consider the requirements of The Occupational Therapists Act for a program and the purpose of the program to build public confidence in the profession. This module also offered some practical information about the CCP requirements.

New this year is the development of the 2019 PREP module which is being produced through a consultant and as a shared project with seven other Manitoba regulators. This greatly reduced the need for COTM volunteers and human resources.



In the coming period, the committees will prepare for regulation under the RHPA through a development of draft regulations specific to COTM's continuing competence program components and requirements.

In the coming year, CCP Committees will also monitor the development and impacts of a new national essential competencies document given that the *Essential Competencies of Practice for Occupational Therapists in Canada 3rd edition* is foundational to the current COTM Continuing Competence Program.

Strategic Direction #4

Complaints Investigation / Inquiry

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

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

We continue to prepare a Closed File Report to identify key features of each complaint; this contributes to ongoing quality improvement.

COTM has availed itself of education offered by the Manitoba Council of Administrative Tribunals (MCAT) and the Crown Corporations Council with a view to improving investigation and inquiry processes. The Council has also benefitted from relevant education on adjudicating Investigation Committee appeals – a key part of its governance work.

In the coming year, COTM will begin work in earnest to determine how to modify our complaints investigation processes to consider the ways in which Indigenous peoples address conflicts and concerns while we adhere to legally acceptable processes. Examples of some of this new learning are the MCAT webinar entitled, *Considering Indigenous Perspectives in Decision Making*, and a Canadian Network of Agencies *Truth, Reconciliation and Regulators*. COTM is also represented on the new MAHRC Working Group on this topic.

This year saw a change in the role of Chair of the Inquiry Committee. We want to acknowledge the long-term commitment of Linda Bailes who has fulfilled this role for many years and acted as panel chair for COTM's two inquiries; fortunately, she will remain on the Roster of Inquiry Committee Members. We welcome Andrea Auch as the new Committee Chair; her long-term involvement on the Roster and participation on one of the COTM inquiries have provided for a smooth transition.

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, 2018 - May 31, 2019

Types of all referred files reviewed in 2018 - 2019:

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

Review of COTM Complaints by Calendar Year 2014 - 2019

File Year	Type of Concern	Complainant/ Source of Concern	Type of Practice
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
2015			
4 new files	Misconduct	Client	Private
	Ungovernable	Registrar	Public
	Unskilled practice	Employer termination	Public
	Misconduct/Ungovernable	COTM Executive Director	Public
2014			
No new files			

Strategic Direction #5

The Regulated Health Professions Act

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

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

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.

As each profession proceeds through the steps to RHPA proclamation, COTM actively participates in each profession's consultation process. In the past year, COTM participated in the consultation processes regarding the proposed regulations related to the College of Registered Psychiatric Nurses of Manitoba (CRPNM).



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 committee also conducted an internal review of the revised scope of practice statement it drafted a few years ago.

The most critical work of the Legislation Committee in the coming year will be to coordinate the efforts of all other COTM committees as they address key areas of RHPA preparation.



Financial Matters -

A Message from the Treasurer

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 2019 - 2020 budget.

Review of the 2018 - 2019 Financial Year

You have been provided with the 2019 Audited Financial Statement prepared by Deloitte and accepted by Council on August 27, 2019. Materials for the 2010 Annual Meeting also includes a COTM-prepared document entitled *2019 Year End Statement of Operations*. COTM is receptive to answering any questions you may have about these materials.

For the purposes of the annual report, I want to highlight the following items.

REVENUE OVER EXPENSES: At the end of the 2019 fiscal year (May 31, 2019), revenue exceeded expenses by \$107,659. This amount includes four budgeted amounts related to the reserve fund replenishment and to IT, website and CCP development.

REVENUE: Actual revenue was \$31,590 over the budgeted amount. This additional revenue over expenses is primarily accounted for by greater than anticipated new COTM applications and additional investment income.

EXPENSES: Overall expenses this year were \$74,000 lower than budgeted and approximately equal to those in 2017-2018.

Areas where **expenses were notably higher than in the previous year** (see Audit for detailed amount) include: *Service charges* (Credit Card Payment Processing) as COTM adjusted its renewal deadline and therefore incurred Credit Card Payment Processing fees for two registration years in one fiscal year - something that will not happen again; *Wages and Benefits* due to wage increases and the fact that the Continuing Competence Program Coordinator is now on staff; and *Professional Fees* expenses related to a complex complaints investigation.

Areas where **expenses were notably lower than in the previous year** (see Audit for detailed amounts) include: *Continuing competence operations* with these costs now moved to wages; *IT Project Professional Fees* with all development now managed by COTM staff rather than a Project Manager; less was spent on our *IT system operations*, and *Technology upgrades and development* expenditures were also less than previous years as we achieve a more effective and stable system. In the previous year, we also dealt with a number of corrections to past year estimates and uncashed cheques (noted as Write-offs in 2018) - no such adjustments were needed this year.

Revenue & Expenses Compared to Budget: Items which were notably higher than budgeted (see Year End Statement of Operations) included: Payment Processing (see above explanation); Professional Fees (includes complaint investigators) and Professional Fees (Legal) due to a number of complaint files. IT System depreciation is another unbudgeted item and came in at just under \$18,000.

There were several areas where expenses were much less than budgeted. These include: CCP program operations and CCP development; the operations budget was half of that in the previous year now that hourly costs for the CCP Coordinator are included in wages, nevertheless operational and development costs were essentially unspent in 2018-2019; as a result a significant amount has been added to the Reserve Fund for future CCP development and expenses. Technology upgrades and development and Technology operations were also well below budgeted amounts as we achieve a more fully functioning system; we also opted not to purchase a maintenance fund this year despite having budgeted for this. We spent less than budgeted for our Wages with the Office Assistant position unfilled for a significant part of the year and a leave by one of our staff. Professional fees for IT Project Management was unspent as staff managed all work on IT system development and upgrades.

SURPLUS: COTM was able to add \$107,659 to the Reserve Fund.

RESERVE FUND

The following is the value of COTM's reserve fund as of May 31, 2019.

	Restricted								Unrestricted		TOTALS
	Discipline	Sick Time	Office Up-grades	Major Projects	RHPA Fund	IT	CCP	Sustain-ability	Capital Assets	Contingency	
May 31, 2018	216,000	20,000	9,000	10,000	10,330	10,000	20,000	0	46,124	36,000	377,454
Change	34,000	0	0	0	10,000	0	41,640	20,535	-17,752	19,236	107,659
May 31, 2019	250,000	20,000	9,000	10,000	20,330	10,000	61,640	20,535	28,369	55,236	485,110

The Reserve Fund provides for the following expenditures:

Project Accounts:

1. Office Upgrades
2. Special Projects
3. Preparing for *The Regulated Health Professions Act*
4. Technology Development and Upgrades
5. Succession planning and Sustainability
6. Continuing Competence Program Development
7. Capital expenditures (that extend beyond one budget year)

Risk Management Accounts:

1. Discipline (Inquiry Committee 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.

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

2019 - 2020 Proposed Budget

The budget, approved by Council early in 2019 for the 2019 - 2020 fiscal and registration year will be presented at the 2019 Annual General Meeting for information and questions. It includes the fees collected in May 2019 which were slightly less per member than those collected in the previous year.

The Projected Budget for the 2019 - 2020 year can be found in the COTM AGM booklet on Page 21 and is entitled *Budget Comparative*.

This budget shows an increase in the base member fee and no levy resulting in a \$5.00 reduction in member fees for 2019 as compared with the 2018 fees; to add clarity - the 2019 fee is \$700.

One of the notable additions to this budget will assist COTM to fund additional professional staff; this is part of the succession planning COTM is undertaking in preparation for changes to COTM leadership.

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 of the day 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 \$250,000 by the end of the 2019-20 year.

Beyond 2020

During the past year, the Council considered 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.

The COTM Council will begin planning in the next two months regarding the 2020-2021 budget which determines the fees that members will pay during the 2020 renewal. Now that all Reserve Fund targets have been met, the Council is committed to setting a budget that funds only current operating expenses.

Engaging Members

The COTM council recognizes the significant financial impact the fee changes of the last number of 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 2020 budget in the new year.

Respectfully submitted,

Kim Baessler, O.T. Reg. (MB)
COTM Treasurer



Financial Statements of

**THE COLLEGE OF OCCUPATIONAL
THERAPISTS OF MANITOBA**

May 31, 2019

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, which comprise the statement of financial position as at May 31, 2019 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, 2019 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 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.

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.

The logo for Deloitte LLP, featuring the word "Deloitte" in a stylized, cursive script, followed by "LLP" in a smaller, sans-serif font.

Chartered Professional Accountants

August 27, 2019
Winnipeg Manitoba

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THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Statement of Operations
Year Ended May 31, 2019

	2019	2018
REVENUE		
Registration and license fees	\$ 515,715	\$ 508,385
Investment income	12,313	7,085
Other income	80	25,718
Expense recoveries - rent	900	900
Expense recoveries - phone	444	444
Expense recoveries - administration	6,383	7,005
Expense recoveries - supplies	300	300
Expense recoveries - salary	1,304	1,774
	537,439	551,611
EXPENSES		
Amortization	17,752	17,751
Association dues	2,633	2,883
Continuing competence	-	24,783
Council expenses and meetings	14,086	12,323
Education and training	1,637	475
Insurance	3,452	3,992
Maintenance	-	322
Miscellaneous	-	213
Printing	849	1,579
Professional fees	33,042	7,439
Professional fees - IT Project	-	26,400
Professional fees - Legal	38,854	40,399
Rent	17,476	18,069
Service charges	19,877	8,912
Supplies	4,928	4,598
Technology operations	15,100	20,595
Technology upgrades and development	3,661	11,399
Telephone and postage	11,866	12,267
Wages and benefits	244,567	206,609
Writeoffs	-	9,758
	429,780	430,766
EXCESS OF REVENUE OVER EXPENSES	\$ 107,659	\$ 120,845

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA

Statement of Changes in Net Assets

Year Ended May 31, 2019

	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

	2018			
	Unrestricted	Internally Restricted	Invested in Capital Assets	Total
BALANCE, BEGINNING OF YEAR	\$ 16,000	\$ 185,731	\$ 54,875	\$ 256,606
EXCESS OF REVENUE OVER EXPENSES	138,596	-	(17,751)	120,845
TRANSFER FROM UNRESTRICTED FUND	(9,000)	-	9,000	-
INTERNAL RESTRICTIONS (Note 4)	(109,596)	109,596	-	-
BALANCE, END OF YEAR	\$ 36,000	\$ 295,327	\$ 46,124	\$ 377,451

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Statement of Financial Position
May 31, 2019

	2019	2018
ASSETS		
CURRENT		
Cash	\$ 990,880	\$ 828,302
Accounts receivable	9,784	9,643
Prepaid expenses	619	720
	1,001,283	838,665
CAPITAL ASSETS (Note 3)	28,372	46,124
	\$ 1,029,655	\$ 884,789
LIABILITIES		
CURRENT		
Accounts payable	\$ 43,988	\$ 32,961
Deferred revenue	500,557	474,377
	544,545	507,338
COMMITMENT (Note 5)		
NET ASSETS		
Unrestricted	55,236	36,000
Internally restricted	401,502	295,327
Invested in Capital Assets	28,372	46,124
	485,110	377,451
	\$ 1,029,655	\$ 884,789

APPROVED BY THE COUNCIL

..... Council Member

..... Council Member

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Statement of Cash Flows
Year Ended May 31, 2019

	<u>2019</u>	<u>2018</u>
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 107,659	\$ 120,845
Item not affecting cash:		
Amortization	17,752	17,751
	<u>125,411</u>	<u>138,596</u>
Changes in non-cash operating working capital items:		
Accounts receivable	(141)	4,670
Prepaid expenses	101	(127)
Accounts payable	11,027	(8,168)
Deferred revenue	26,180	111,939
	<u>162,578</u>	<u>246,910</u>
INVESTING ACTIVITY		
Purchase of capital assets	-	(9,000)
NET INCREASE IN CASH POSITION	162,578	237,910
CASH POSITION, BEGINNING OF YEAR	828,302	590,392
CASH POSITION, END OF YEAR	<u>\$ 990,880</u>	<u>\$ 828,302</u>

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA

Notes to the Financial Statements

May 31, 2019

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, 2019

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

	2019			2018
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer equipment and software	\$ 88,759	\$ 60,387	\$ 28,372	\$ 46,124

4. INTERNAL RESTRICTIONS

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

Transfers to Internally Restricted Funds

- \$34,000 from the Unrestricted Fund to the Discipline Activity Fund (2018 - \$66,000)
- \$10,000 from the Unrestricted Fund to the Legislative Amendments Fund (2018 - \$330)
- \$41,640 from the Unrestricted Fund to the Continuing Competence Fund (2018 - \$20,000)
- \$20,535 from the Unrestricted Fund to the Succession and Sustainability Fund (2018 - \$Nil)
- \$Nil from the Unrestricted Fund to the Sick Time Accumulation Fund (2018 - \$5,000)
- \$Nil from the Unrestricted Fund to the Office Upgrades Fund (2018 - \$8,266)
- \$Nil from the Unrestricted Fund to the Technology Fund (2018 - \$10,000)

THE COLLEGE OF OCCUPATIONAL THERAPISTS OF MANITOBA
Notes to the Financial Statements
May 31, 2019

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:

2019-20	\$ 17,685
2020-21	17,945
2021-22	18,211
2022-23	6,100

Working to Serve



and Protect the Public Interest



COTM

College of Occupational Therapists of Manitoba

7 - 120 Maryland St., Winnipeg, Manitoba R3G 1L1 ph: 204.957.1214 f: 204.775.2340 www.cotm.ca