

annual report 2018



THE COLLEGE OF
VETERINARIANS
OF ONTARIO

Mission

Governing the practice
of veterinary medicine

Vision

Instilling public confidence in
veterinary regulation

Principles

Integrity
Objectivity
Accountability
Transparency
Relevance
Collaboration



Roles of the College

In serving the public interest, the College seeks to understand the risks involved in the practice of veterinary medicine and collaborates with partners to develop solutions which reduce the potential for harm to animals and people.

Licensure

Competent and qualified individuals are licensed to practise veterinary medicine in Ontario. Practice and conduct issues are investigated thoroughly and resolved fairly.

Quality Practice

Veterinarians participate in programs that assure the provision of safe, quality veterinary medicine. Resources are provided to promote the ongoing improvement of a veterinarian's practice. Veterinary facilities are inspected and accredited to assure a safe, professional environment.

Standards and Policy

Standards of practice, relevant public policy and the provision of practice guidance improve the quality and safety of veterinary care.



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Leadership Message

The world of profession-based regulation is changing – it has been for some time. The concept of self-regulation, in particular, is under great public scrutiny across Canada and internationally. There is an insistence that the model requires greater oversight with a sharper focus on practice risk and on practitioner competence.

The College Council, the leadership representatives of the discussion on veterinary medicine and regulation in Ontario, has been well-immersed in this debate and considering, very carefully, its mandate and responsibility in 2018 and beyond.

Regulators across professions are being called to account. Our performance must relate to risk. Our job is to understand the current and emerging risks to veterinary practice and, with those in mind, implement the best strategies to mitigate harm. And further, when considering the necessary safeguards, with whom should we partner for solutions and how are the least invasive but most effective solutions determined, implemented and evaluated?

To this end the Council has published its position on being an effective regulator and its desire to build a trustworthy relationship with the people of Ontario.

Our vision clearly and simply states this direction – ***Instilling public confidence in veterinary regulation.*** In advancing this vision, Council has been strengthening its work in several key areas.

Strength in Strategic Decision-Making:

- introducing new tools to evaluate strategic risks and assure immediate policy attention;
- focusing on innovative solutions to the challenges of antimicrobial stewardship;
- paving a pathway for technology and telemedicine in veterinary medicine; and
- facilitating collaborative dialogue with government, associations, academia and other regulatory organizations

Strength in Voice:

- introducing two new independent advisory panels (one public, one practice) to provide frank perspective to Council on a variety of topics;
- utilizing independent surveys to measure our progress and shape our future; and
- securing funding to study the current needs of internationally trained veterinarians in the licensure process

Strength in Transparency:

- providing summaries of the responses to policy consultations;
- launching a public newsletter;
- improving our communications on why a decision is taken; and
- turning our attention to an outcomes-based regulation approach to better demonstrate performance

Strength in Governance:

- continual training to assure alignment with the public interest;
- a focus on bias and conflict of interest training to assure fairness; and

- a refresh of the College By-Laws to keep Council management modern and nimble

2018 has seen Council, Committees, staff and our many volunteers lead from strength to strength. This unwavering commitment to the public interest is a clear demonstration of the College's sound foundation on which to competently perform its entrusted role. Thank you to all.



Dr. Steven Jacobs
President



Jan Robinson
Registrar and CEO



Strategy 2020

Year 2 Accomplishments



Advance public voice in regulatory policy

- convene the first series of public advisory panel meetings and report on progress ✓
- complete public opinion survey and a separate survey for veterinarians to determine progress related to trustworthiness (delayed from 2017) ✓
- create a mechanism to regularly provide Council with public perspective related to College operations and processes
- operations and processes increase uptake of new public newsletter across varied veterinary clientele
- partial completion: process developed, first report expected in December 2018
- ✓ approximately 900 subscribers



Promote professionalism & self-regulation in the practice of veterinary medicine

- identify two risk-based initiatives and implement mitigation strategies that promote professionalism ✓
- identify and create innovative mechanisms for reporting practice risks to the profession. Implement at least one and assess response
- integrate new risk assessment and analysis tools into Council debate ✓
- collaborate with the CCVR and NEB to implement plan for developing a national competencies framework for the profession ✓
- develop and implement an outcomes-based remediation strategy at the level of all panel decision-making ✓
- continue the development of the Peer Advisory Conversation (PAC) and the new Accreditation model for full implementation with legislative reform ✓
- partial completion: strategic risk identification and analysis process is in place; method of reporting to the profession is in development



Achieve commitment to the Legislative Reform of the Veterinarians Act

- facilitate and support the completion of phase one of the work of the Legislative Reform Implementation Advisory Group
- complete collaborative dialogue with relevant stakeholders on authorized activities exemptions
- provide any additional recommendations for Act changes to government by early 2019
- create government interest in continuing with modernizing the Veterinarians Act post provincial election



- partial completion: final recommendations targeted for June 2019



- partial completion: meetings with government in progress



Ensure agility in public access to veterinary medicine

- convene the first series of practice advisory panel meetings and report on progress
- continue planning for a 2019 “The Future of Veterinary Medicine” symposium
- approve a next version of the telemedicine standard based on the international dialogue and changing practice context



Champion One Health initiatives through veterinary leadership

- develop policy guidance on the proper handling and restraint of animals by veterinarians
- review the current College position on pain management and consider amendments
- initiate early discussion on a 2020 symposium on animal welfare and veterinary medicine
- work with the Ontario Antimicrobial Stewardship Leadership Collaborative to achieve a coordinated approach to the implementation of veterinary oversight of antimicrobials

- partial completion: reviewed by Council in December 2018

- partial completion: meetings with partners to consider opportunity

- on hold: related to provincial election and ministry changes



Licensure

The College ensures veterinarians have the education and competence required to practise safely in Ontario.

When a veterinarian initially completes an application for licensure, the College reviews his/her education, training, employment and practice history. The applicant also provides information on his/her health, previous conduct and character. When the applicant fulfills all registration requirements, including an exam, he/she is granted a licence to practice veterinary medicine in Ontario. The specific requirements to qualify for licensure are set out in the Veterinarians Act and Regulation 1093.

If an applicant does not meet all the requirements, the application is referred to the Registration Committee for consideration. The Registration Committee strives to ensure equitable access to the profession and that licences are only granted to applicants who are competent to practise veterinary medicine in Ontario and meet requirements that protect the public interest.

Licences are renewed annually. The renewal process provides the College with current information about its licensed members, such as place of employment, employment function and areas of practice.

The number of licences issued annually by the College has increased by 22%, or 900 licences, over the past 10 years.





Fair Registration

The College is committed to fair, transparent, impartial and objective registration practices as demonstrated annually in a report for the Office of the Fairness Commissioner (OFC). A link to the College's Fair Registration Practice Report can be found on the College's website.

The OFC completed an assessment of the College's Registration Practices in 2018 and the outcome was positive. There were no recommendations for change included in this assessment.

Professional Incorporation

The College administers a Professional Incorporation program for veterinarians as required by the provincial government. The program permits eligible veterinarians to establish a corporation through which veterinary medicine is practised. In 2018, the College processed 68 new professional corporations.

Currently,
there are

1472

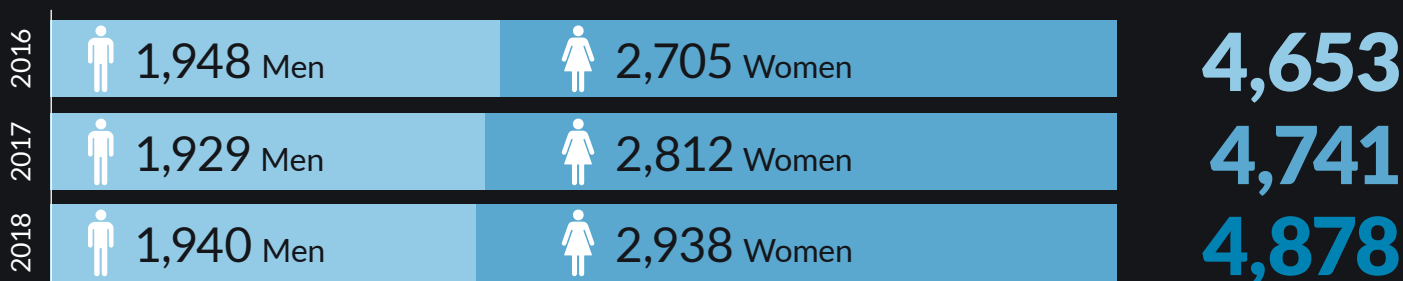
active
professional
corporations.

The College has seen a 23% decrease in professional corporation applications over the past year.

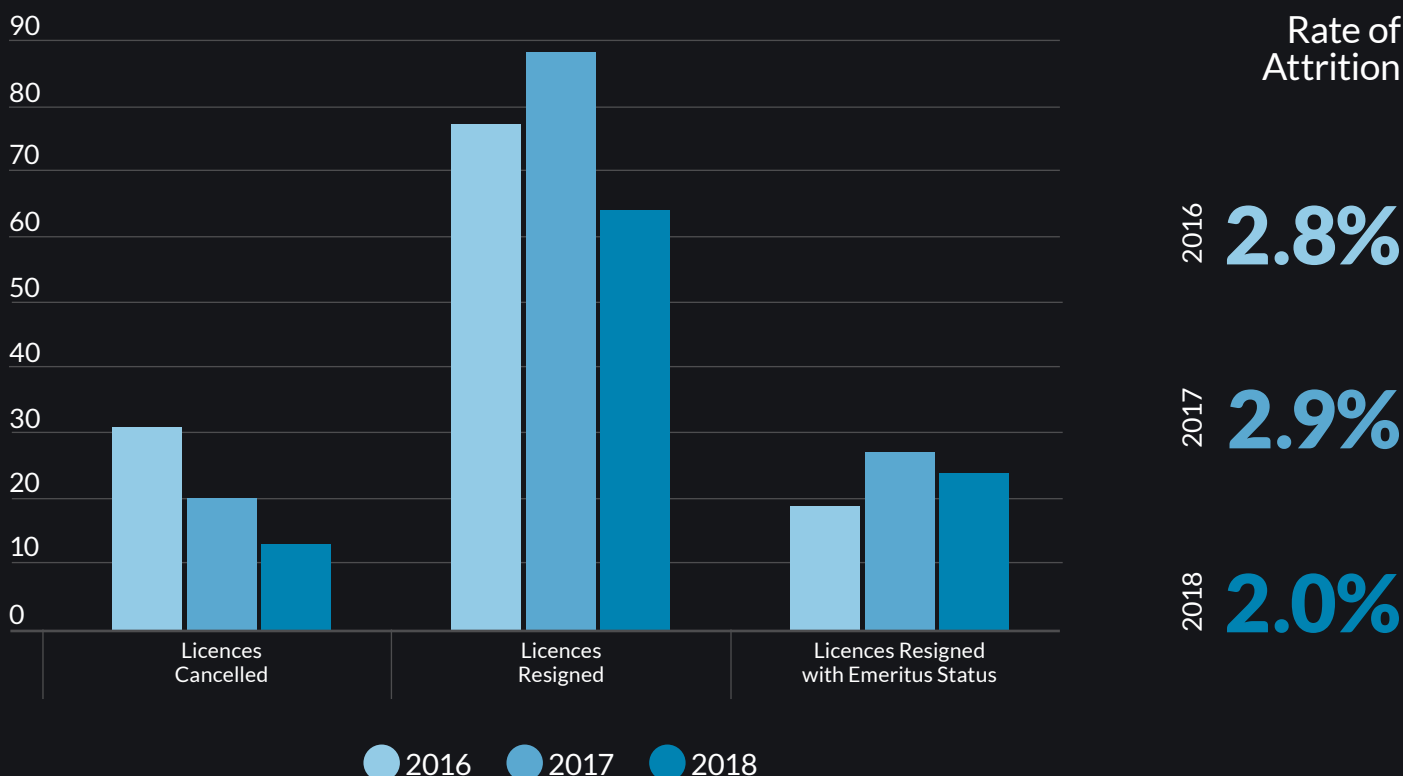
Snapshot of the Profession

Licences Issued

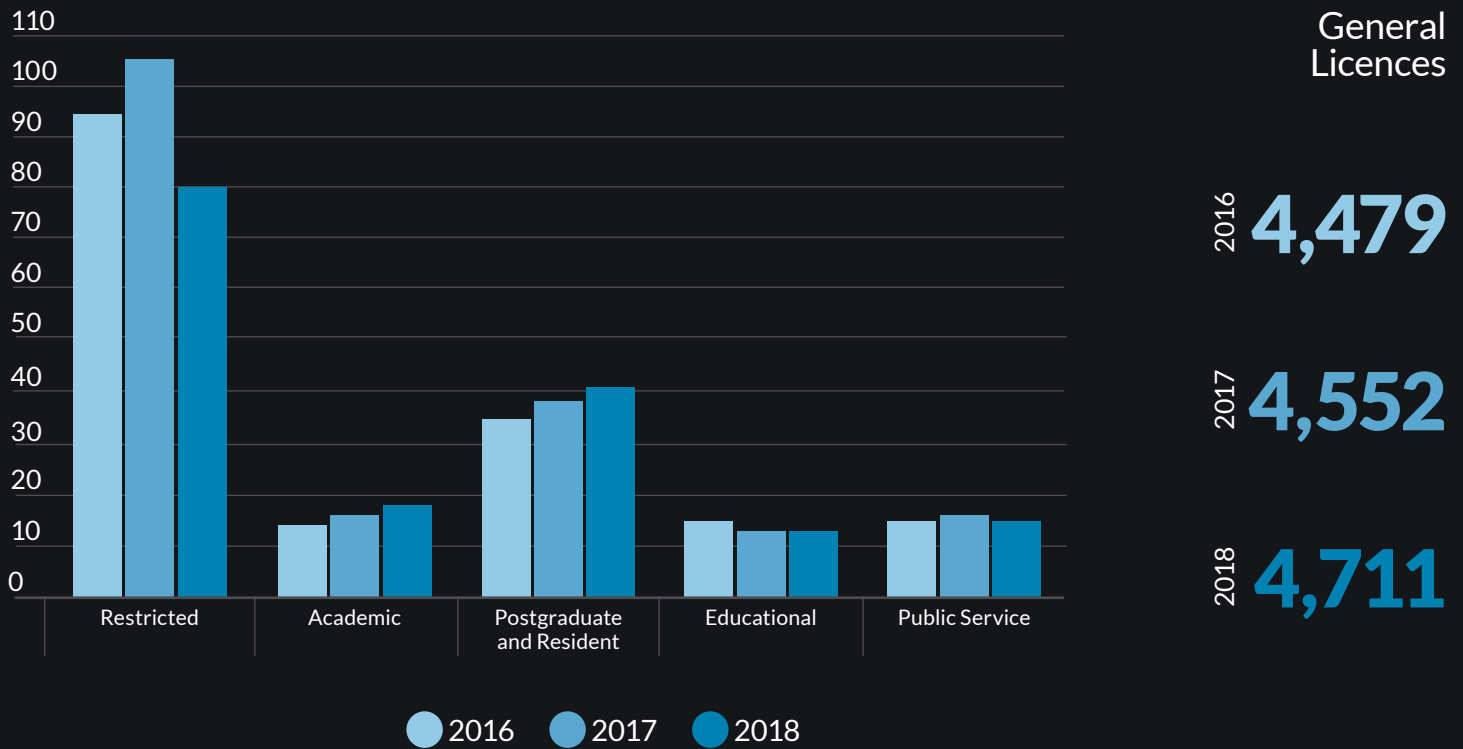
Total
Licences Issued



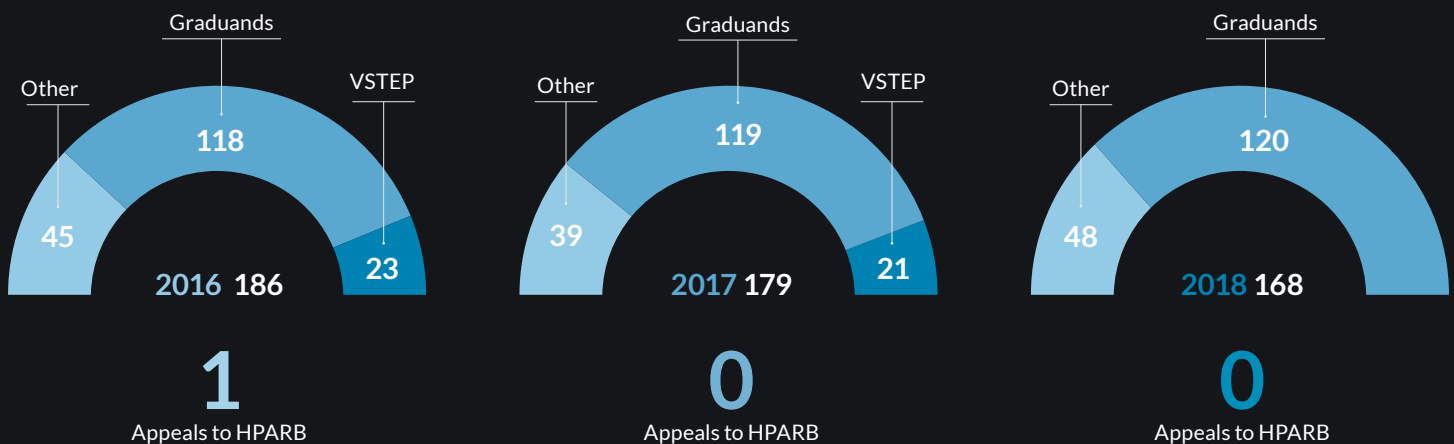
Attrition



Licences Issued by Type

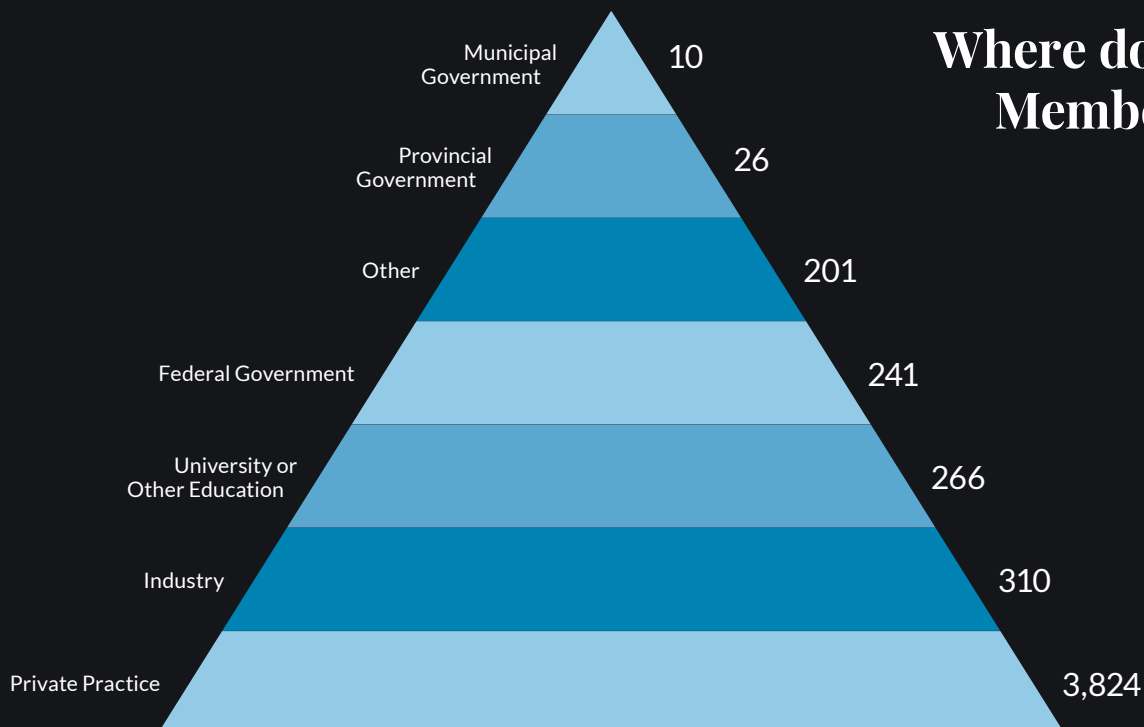
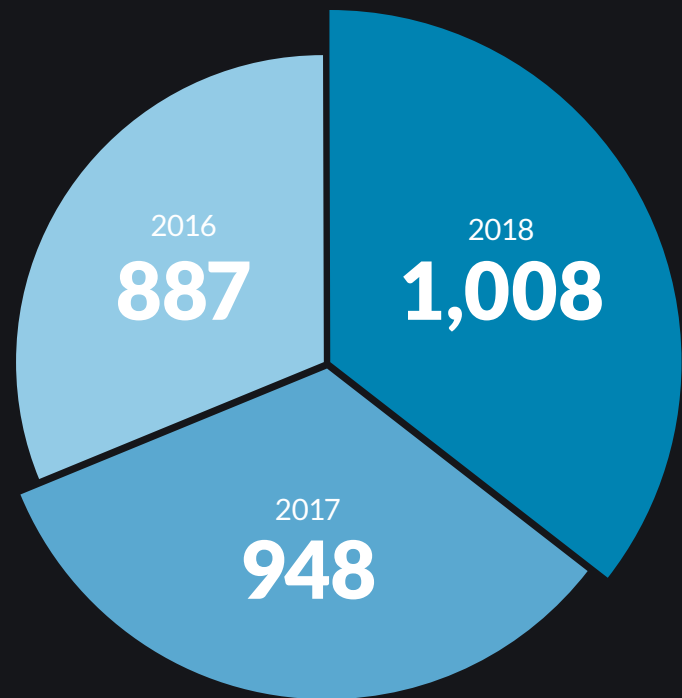


Applications Reviewed by the Registration Committee



General Licences held by Internationally Educated Veterinarians

Note: 2016 and 2017 include VSTEP participants and those educated outside of Canada and the U.S. 2018 includes those educated outside of Canada and the U.S.



Where do Licensed Members Work?



Top 5 Specialties

43

American College
of Veterinary
Pathologists

38

American College of
Veterinary Surgeons
Small Animal

34

American College of
Veterinary Internal
Medicine Small Animal

20

American College
of Poultry
Veterinarians

14

American
College of Veterinary
Anaesthesia & Analgesia



The College takes its public protection role in regulating the practice of veterinary medicine very seriously. The College sets standards of practice and expects veterinarians to meet them. Veterinarians in Ontario are committed to providing safe, quality animal care.

Investigations & Resolutions

The public expects and trusts the College to address all concerns about a veterinarian's practice or conduct. The College receives, investigates, and acts upon complaints from the public.

Conduct issues are screened by two Committees (Executive and Complaints) depending on the concern and the breadth of the investigation necessary. A panel, which includes licensed veterinarians and a representative of the public, examines the details of each case.

The most serious cases, which are those referred to the Discipline Committee, include a public hearing. Findings from discipline proceedings are

available to the public on the College's website at **www.cvo.org** and on the Public Register.

Issues of fitness to practice (health or impairment) are dealt with by the Executive Committee and separately from the Complaints stream.

Allegations of unauthorized practice, or an individual or organization practising veterinary medicine without a licence in Ontario, are investigated by the Registrar.

In 2017-18, 14 claims of unauthorized practice were investigated by the College.



Mediated Resolutions Program

Where appropriate, the College offers a voluntary and confidential mediation program (MRP) to attempt to resolve certain complaints through negotiation. Through mediation, the complaint is brought to a constructive resolution in a manner that protects public interest. This approach focuses on quality improvement and education, not punishment. An independent facilitator works with both parties involved to reach a mutually agreeable settlement. All agreements are ratified by the Complaints Committee.

In 2017-18, 10 cases were referred to the MRP program. One was successful in reaching a satisfactory mediated resolution and two cases are still pending.



Complaints Facts & Figures

Matters Dealt with by the Complaints Committee

2016	 198 Complaints	 273 Veterinarians Involved
2017	 206 Complaints	 295 Veterinarians Involved
2018	 236 Complaints	 245 Veterinarians Involved

Complaints Committee Decisions

	2016	2017	2018
Concerns - Written Advice	55	48	70
Concerns - Verbal Advice	8	7	17
Concerns - Undertaking	6	4	5
Referred to Discipline Committee	6	5	7
Frivolous & Vexatious	0	4	17
Withdrawn	6	6	11
Remaining Under Consideration	11	9	8

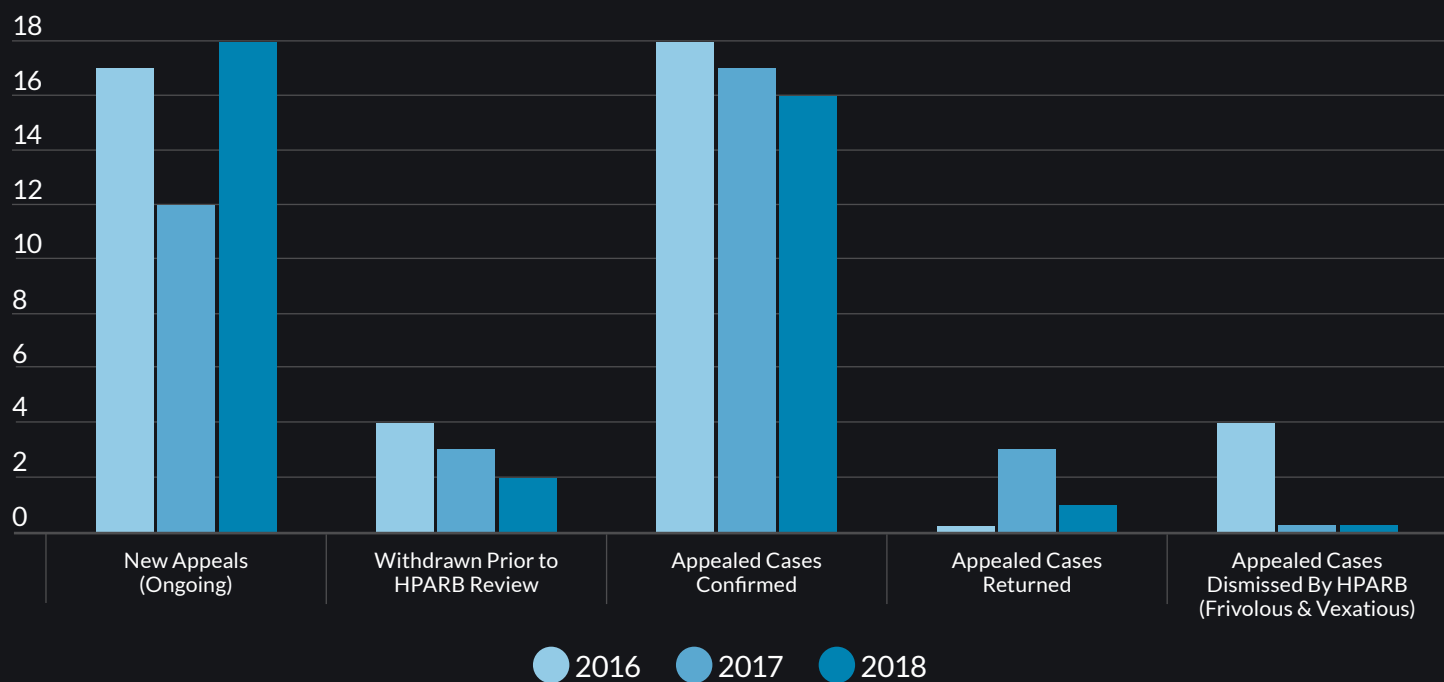
Number of No
Concern Decisions

2016 **138**

2017 **212**

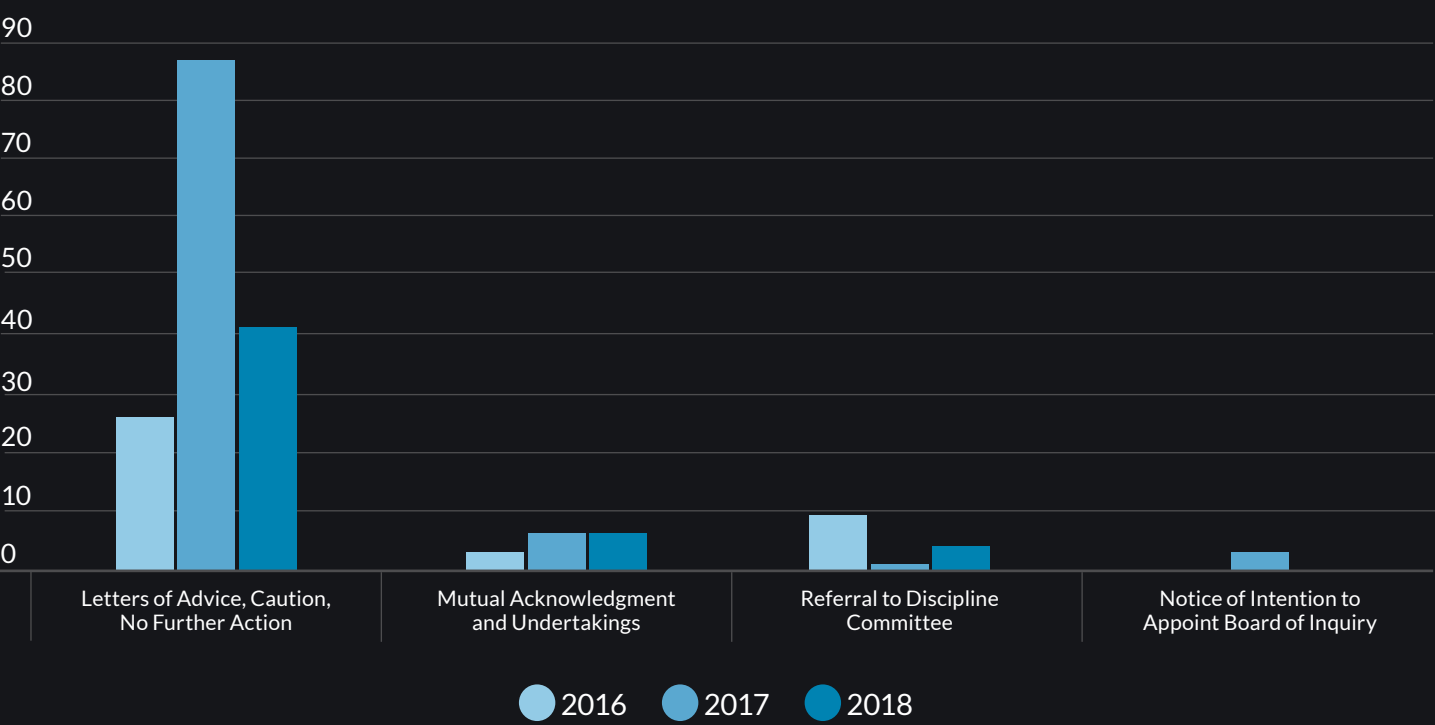
2018 **153**

Appeals



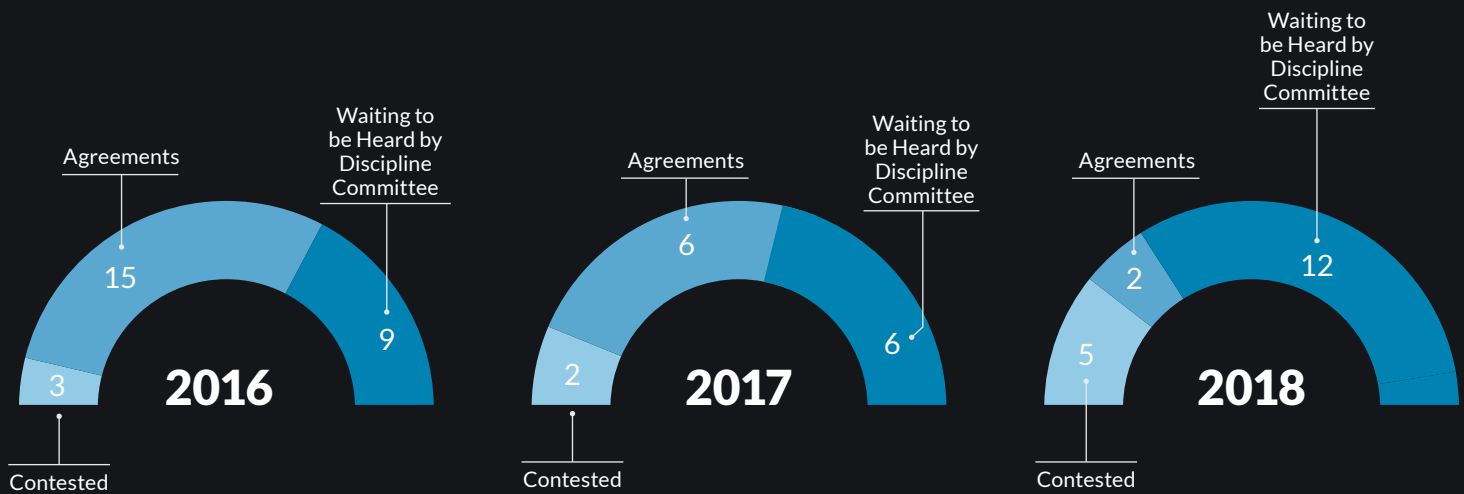
Executive & Discipline Facts & Figures

Matters Dealt with by the Executive Committee

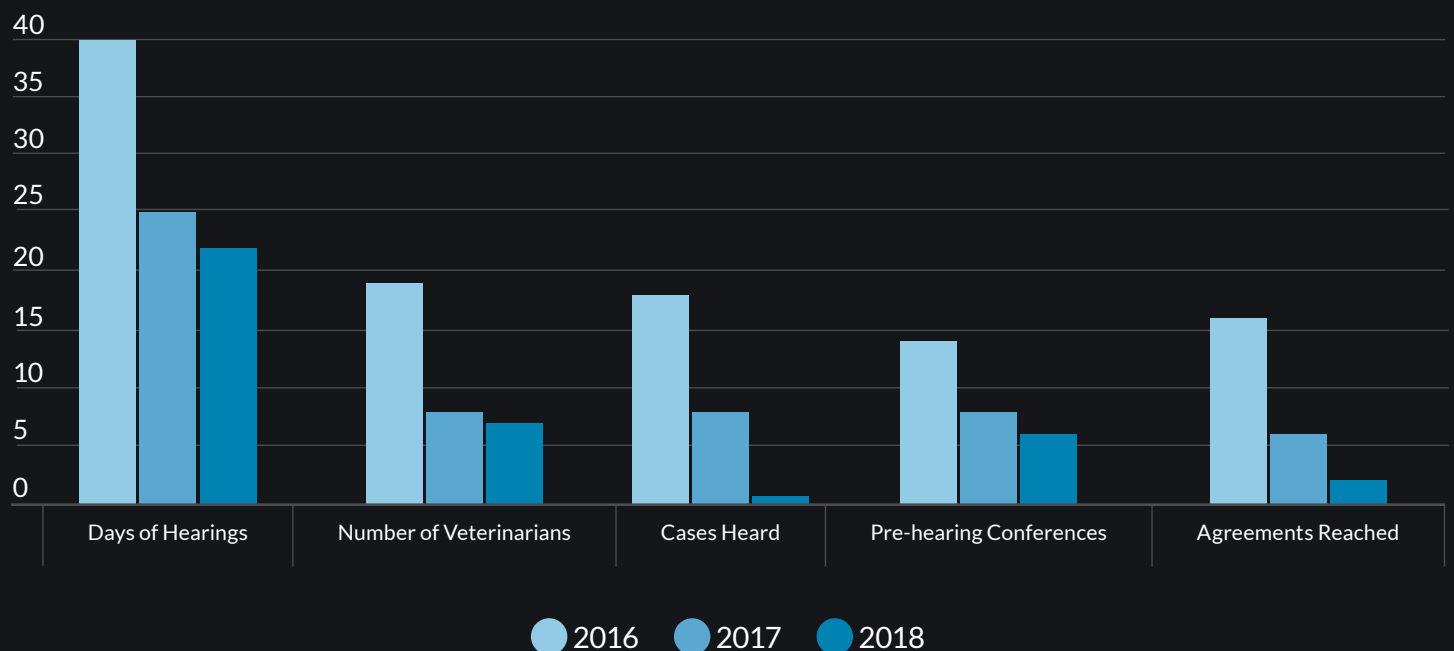


	2016	2017	2018
Registrar's Investigations	14	15	7

Outcomes of Cases Before the Discipline Committee



Matters Dealt with by the Discipline Committee



Quality Assurance

Quality Assurance, along with Quality Improvement, are the key components of Quality Practice designed to assure the public's access to quality veterinary care. The development and maintenance of Quality Practice initiatives by the profession is in keeping with regulation and a public protection mandate.

Peer Review of Medical Records

Council established the Peer Review of Medical Records as a mandatory component of the College's Quality Assurance program. Medical record keeping is an identified area of practice risk, based on data the College has collected through investigations and resolutions, facility accreditation and peer review. Through this initiative the College has the opportunity to inspect medical records under the authority of the Registrar.

Peer Advisory Conversation

The College of Veterinarians of Ontario has introduced the Peer Advisory Conversation, a voluntary pilot that is underway until 2019. The purpose of the pilot is to develop an assurance initiative that instills public trust in the quality of care provided by Ontario veterinarians, and is relevant, accessible and acceptable to the profession. The initiative will also be considered a core component of a future mandatory Quality Assurance program.

The Peer Advisory Conversation pilot is being conducted in four phases. During the third phase, conducted in 2018, volunteers participated in a full conversation with a Peer Advisor focused on all of the three discussion areas: continuing professional development, medical record review and case-based discussion, and non-technical skills.



All the veterinarians I have spoken to were just happy to connect with another veterinarian outside their practice to chat and share and learn — a positive experience with the CVO for veterinarians."

Comment from a Peer Advisor

Peer Advisors



Back (L to R): Dr. Paul O'Neill, Dr. Anna Kato, Dr. Kathleen Day Dunbar, Dr. Chiara Switzer, Dr. Colette Larocque, Dr. Maggie Himann, Dr. Barbara Winslow, Dr. Wendy Menary, Dr. Leann Benedetti, Dr. Maher Zaytoun, Dr. Michael Corradini

Front (L to R): Dr. Sarah Charron, Dr. Shalini Ramsubeik, Dr. Karen Ward

Absent: Dr. Shannon Howitt, Dr. Janice Huntingford, Dr. David Kerr, Dr. Julia Kremer, Dr. Andrea Thomas

18 VETERINARIANS PARTICIPATED IN PILOT PHASE 3

- The Peer Advisory Conversation pilot is meeting its evaluation targets, except in the area of recruitment of conversation participants.
- A top strength of the process, reported by conversation participants, was the opportunity to receive safe and constructive feedback.
- Peer Advisors identified the non-judgemental approach, and the chance for participants to discuss their practice with a colleague as strengths of the conversation.
- “[This was] a holistic, proactive, friendly non-punitive approach to increase quality in veterinary practice within the veterinary community with their own and public benefit in mind.” – Participant Quote
- “Most of the vets in my practice have asked me about the program and are thinking of participating. Happy to see it was a positive experience.” – Participant Quote
- “All the veterinarians I have spoken to were just happy to connect with another veterinarian outside their practice to chat and share and learn – a positive experience with the CVO for veterinarians.” – Advisor Quote
- The College continues to recruit participants for the pilot. The input gathered will help shape the program for the future.

Quality Improvement

The College assists the veterinary profession with Quality Improvement by providing several resources, including workshops, webinars, policy documents and practice advice, to support the maintenance and enhancement of their skills and knowledge.

Continuing Professional Development

Veterinarians regularly engage in organized education and report those hours to the College when they renew their licences each year.

CPD Hours	2015	2016	2017
All Licensed Members (average number of hours reported)	157	131	142
Graduated in Last 5 Years	152	105	117
In Clinical Practice	140	118	128
In Non-clinical Practice	237	197	201



Learning Modules

New modules on medical record keeping were launched in February 2018 to help companion animal veterinarians stay current with requirements and expectations. Additional communication modules, adapted from Institute for Healthcare Communication (IHC) Veterinary Communication Project, are also available as an educational resource for veterinarians and veterinary teams.

Top 5 Practice Advisory Question Topics

Asked by Members of the Public

1. Clinical Practice and Standards of Care
2. Prescribing
3. Business and Management Practices
4. Complaints
5. Dispensing

Asked by Veterinarians and Clinic Staff

1. Dispensing
2. Prescribing
3. Veterinarian-Client-Patient Relationship (VCPR)
4. Medical Records and Information
5. Advertising

Practice Advisory Service

The College's Practice
Advisory Service
team received

1,650

requests for practice
advice over the past
fiscal year.



Facility Accreditation

Veterinarians in Ontario must practise from an accredited veterinary facility. A Certificate of Accreditation is a statement to the public that the facility provides a safe, professional environment and contains the equipment required for veterinary care. The Accreditation Committee oversees the accreditation of veterinary facilities in Ontario and considers policy matters related to accreditation.

The College's Facility Accreditation Program assures the public that a veterinary facility meets provincial standards and supports safe, quality animal care outcomes. Facility Accreditation is linked with Quality Assurance to strengthen the broader quality practice message amongst licensed veterinarians and the public.

New Facility Accreditation Inspection Model – Expert Advisory Group

Since 2017, the Expert Advisory Group has been working on the development of draft standards for a new Council approved facility accreditation inspection model, which reflects an outcome-based approach focused on the specific services and scope of the veterinary facility. The Expert Advisory Group is defining and recommending the assessment tools required for accreditation inspections. The proposed recommendations for the Essential and Additional Scope of Service Standards will be reviewed by Council. Consultation with the profession is expected in 2019 with the implementation of a pilot project anticipated for 2020.

Satellite Location – Remote Dispensing Options for Farmed and Large Animal Antimicrobial Drugs

On December 1, 2018, veterinary oversight of all antimicrobials will come into effect across Canada. This federal directive is the result of moving all medically important antimicrobials for humans on to the prescription drug list. This will be a change in practice for farmed and large animal medicine. One primary concern raised by veterinarians and owners is the access to antimicrobial drugs in bulk and in a timely fashion. The solution to accommodate this stewardship imperative related to reducing antimicrobial resistance in human and animal health care, was for the College Council to approve satellite locations for the purpose of the remote dispensing of antimicrobials to farmed or large animal owners. Dispensing at a satellite location will be pursuant to a prescription from a licensed veterinarian and within a valid veterinarian-client-patient relationship.

Facilities Noted with Deficiencies in Accreditation Process

90% of facilities inspected last year had deficiencies at the time of inspection which were resolved within 30 days or requested exemptions from the Minimum Standards for Veterinary Facilities in Ontario. While elements of the current Minimum Standards do not seem to reflect current practice in certain areas, it is also apparent that facility owners need to be more attentive to facility standards.

This is an area of risk and concern to Council. Strategies to improve compliance have been implemented and are in development to assure public confidence.

The top 5 deficiencies:

1. Evidence that an audit of controlled drug inventory is done at least weekly.
2. Secondary containers for the storage of drugs within the facility have labels containing the name, strength where applicable, lot number and expiry date of the drug.
3. Fees and charges, show separately those for drugs and those for advice or other services included in the records.
4. Expired drugs are kept separate from unexpired drugs and are discarded in accordance with the Food and Drug Act and the Controlled Drugs and Substances Act.
5. Final assessment of the animal is included in the records.

Facility Accreditation Emblem and Decal

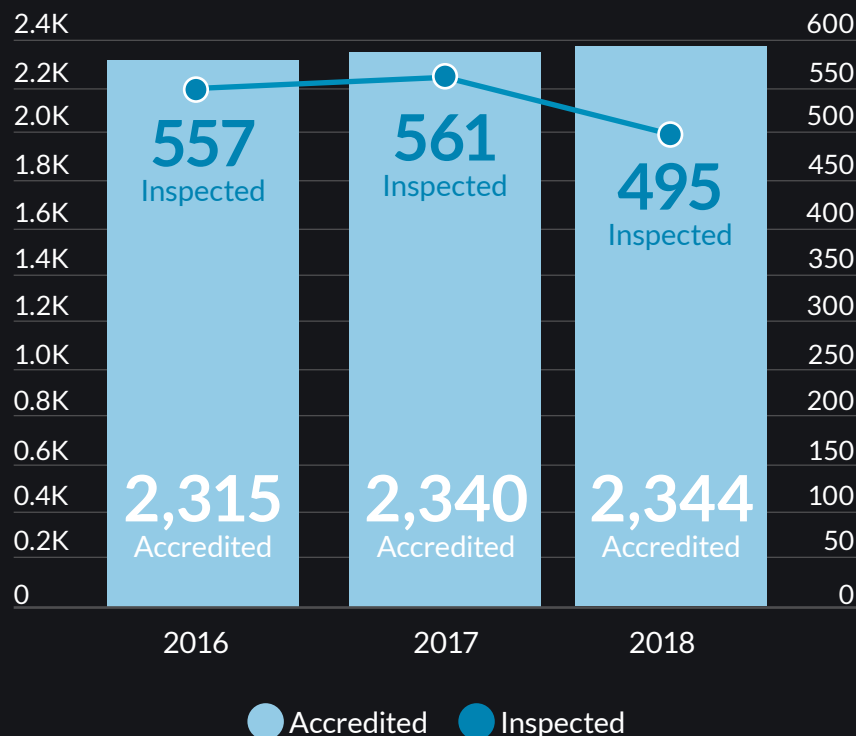
A Facility Accreditation emblem and decal are available to all veterinary facilities that earn accreditation.

The emblem can be displayed on the website and social media profile of an accredited facility and the decal can be placed on a clinic window. When the public sees the Facility Accreditation emblem and decal, they can be assured the veterinary facility has been inspected and awarded its Certificate of Accreditation, which instills public confidence.



Facility Accreditation Facts & Figures

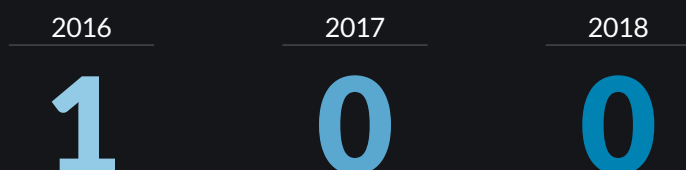
Number of Accredited Facilities and Inspections



Requests for Exemptions



Appeals to Health Professions Appeal and Review Board



Standards & Policy

The College's policy documents provide clarity for the public and the veterinary profession on the College's expectations of all veterinarians. Policy documents address areas of risk in veterinary practice.

In revising and establishing policy, the College engages a step-by-step process which begins with a thorough review of evidence, literature and data pertaining to the topic. When appropriate, draft documents are reviewed by committees which consist of veterinarians and members of the public before consideration by Council. After approving the document in principle, Council then seeks feedback and reaction from the public, the profession and stakeholders during a consultation period. With the benefit of that input, Council again reviews the draft policy and then makes decisions on approval of the final document for publication.

The College consistently revises existing policy documents and introduces new ones. Professional Practice Standards state the generally accepted behaviours expected of veterinarians for a particular aspect of their work.



Building Strong Policy

All standards and policies undergo extensive consultation prior to final approval. Members of the profession, stakeholders and the public are invited to share their thoughts on proposed policy changes. Council

reviews all opinions it receives to make informed decisions and, to promote transparency, publishes a summary of the submissions received. Initiatives in 2018 included publishing refreshed official documents and guidance in the following areas:

- Telemedicine
- Prescribing a Drug
- Dispensing a Drug
- Extra-Label Drug Use
- Use of Compounded Drugs in Veterinary Practice
- Rabies
- Veterinarian-Client-Patient Relationship

Visit www.cvo.org to access official documents including regulations, by-laws, standards and policies.

Looking ahead to 2019

The coming year is positioning to be interesting for the regulation of all professions in Ontario and in Canada. With significant recommendations set to be announced in British Columbia related to health care regulation, and a similar newly commissioned review in Ontario, profession-based regulation is likely to see change.

The College Council is well-positioned to analyze and consider any recommendations in relation to its own efforts for governance excellence in the regulation of veterinary medicine.

With a risk-based culture firmly influencing our work at all levels, the organization will continue to strengthen an outcomes-based approach in order to fully demonstrate the impact of regulation on safe, quality veterinary medicine. This is not a small nor an easy task. College Council welcomes the challenge and looks to its regulatory colleagues around the world for best practices and advice.

2019 marks year three of Strategy 2020. Not only does this mean a year of furthering progress on the five objectives established in 2017, but it also means a year of gathering perspectives to formulate the next strategic direction. Council will be looking to the College's broader stakeholder community and will be listening to the relevant issues that will shape our continuing journey.



Perhaps most importantly, the College looks forward to supporting the veterinary profession as it transitions fully to providing oversight of antimicrobial prescribing for all animals in Ontario. The Council has been working hard the last two years to be innovative and solution-oriented to this new responsibility. We look forward to working with licensed members to strengthen existing veterinarian-client-patient relationships and forge new ones in areas of evolution.

Every year brings reflection and opportunity. The College Council and staff value their varied partnerships with veterinarians, industry, government, associations, and, of course, the public in assuring the effective regulation of veterinary medicine in Ontario.

Appreciation to volunteers

The College acknowledges with gratitude the commitment and dedication of the many licensed members who volunteered their time and expertise to support College initiatives throughout 2017-18.



Thank You!

for your involvement in profession-based regulation in the public interest.

Summary Financial Statements

Report of the Independent Auditor on the Summary Financial Statements

The accompanying summary financial statements, which comprise the summary statement of financial position as at September 30, 2018, and the summary statement of operations for the year then ended, are derived from the audited financial statements of the College of Veterinarians of Ontario as at September 30, 2018 and for the year then ended on which we expressed an unmodified opinion in our report dated December 4, 2018. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the College of Veterinarians of Ontario.

Management's Responsibility for the Summarized Financial Statements

Management is responsible for the fair summarization of the audited financial statements in accordance with the criteria disclosed in the summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summarized financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810 "Engagements to Report on Summary Financial Statements".

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of the College of Veterinarians of Ontario for the year ended September 30, 2018 are a fair summary of those financial statements, in accordance with the criteria disclosed in the summary financial statements.

Cowperthwaite Mehta
Chartered Professional Accountants
Licensed Public Accountants

December 4, 2018
Toronto, Ontario

Criteria Applied in the Preparation of the Summary Financial Statements

The criteria applied by management in the preparation of these summary financial statements are as follows:

- The information in the summarized financial statements is in agreement with the related information in the complete financial statements; and
- The summarized financial statements contain all the information necessary to avoid distorting or obscuring matters disclosed in the complete financial statements, including the notes therein.

Management determined that the statement of changes in net assets and the statement of cash flows do not provide additional useful information, and as such has not included them as part of the summary financial statements.



Summary Statement of Financial Position as at September 30, 2018

	2018	2017
ASSETS		
Current assets		
Cash	\$ 114,275	\$ 69,188
Investments	454,895	866,580
Accounts receivable	79,269	104,914
Prepaid expenses	92,105	101,321
	<u>740,544</u>	<u>1,142,003</u>
Investments - long term	1,968,000	1,568,000
Capital assets	<u>1,219,334</u>	<u>1,235,958</u>
	<u>\$ 3,927,878</u>	<u>\$ 3,945,961</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 269,001	\$ 223,231
Capital lease obligations - short term	<u>100,101</u>	<u>114,212</u>
	<u>369,102</u>	<u>337,443</u>
Capital lease obligations - long term	<u>78,063</u>	<u>178,164</u>
	<u>447,165</u>	<u>515,607</u>
Net assets		
Invested in capital assets	1,041,170	943,582
Unrestricted net assets	<u>2,439,543</u>	<u>2,486,772</u>
	<u>3,480,713</u>	<u>3,430,354</u>
	<u>\$ 3,927,878</u>	<u>\$ 3,945,961</u>

Summary Statement of Operations for the Year Ended September 30, 2018

	2018	2017
REVENUE		
Registration fees	\$ 4,803,394	\$ 4,660,315
Premises inspection fees	117,945	126,025
Penalties and other	100,281	73,927
Corporate registration fees	92,550	125,150
Application and examination fees	90,475	72,781
Interest	66,113	53,148
Grants		36,292
	5,270,758	5,147,638
EXPENSES		
Staffing and related	2,101,162	1,975,245
Legal	1,089,982	984,951
Council and committees	339,140	301,886
Information management system	226,074	172,529
Office facilities	189,458	163,132
Bank and credit card charges	153,968	153,661
Investigations and hearings	127,981	123,811
Policy development	113,770	111,530
Office and general	107,241	134,755
Professionals health program	98,110	104,694
Exam administration	92,478	19,321
Insurance	81,381	75,805
Networking and representation	71,489	60,493
Communication	61,288	66,231
Premises inspections	57,108	68,287
Quality assurance	47,396	74,014
Accounting and audit	40,290	41,685
Interest on capital leases	17,163	12,544
Amortization	204,920	131,192
	5,220,399	4,775,766
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	\$ 50,359	\$ 371,872

Council 2017–2018

Council Leadership

President

Dr. Steven Jacobs

1st Vice- President

Dr. Patricia Lechten

2nd Vice-President

Dr. Susan Warren

Elected Members

Dr. Peter Borgs

Dr. Geoffrey Cochrane

Dr. Tyrrel de Langley

Dr. Jennifer Day

Dr. Lorie Gold

Dr. Shannah Kavonic

Dr. Richard Liddell

Dr. Marc Marin

Dr. Paula Menzies

Dr. Sarah Thompson

Publicly Appointed Members

Ms. Diane Freeman

Mr. Murray Hunt (*until May 2018*)

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Ms. Claudia Newman

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(as of August 2018)

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