



ANNUAL REPORT 2020



THE COLLEGE OF
VETERINARIANS
OF ONTARIO

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Welcome to our 2020 Annual Report! We are the College of Veterinarians of Ontario and we seek to understand the risks involved in the practice of veterinary medicine. We collaborate with our partners to reduce the potential for harm to animals and to people. Our Annual Report provides an overview of our priorities and our progress.

MISSION

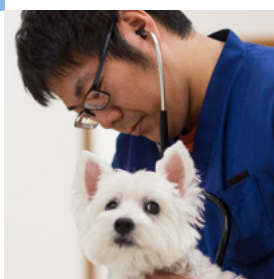
Governing the practice of veterinary medicine

VISION

Instilling public confidence in veterinary regulation

PRINCIPLES

Honest	Independent
Reliable	Inclusive
Competent	Accountable
Relevant	



WHAT WE DO

WE ENSURE Ontario's veterinarians practise competently and safely and meet the requirements for licensure in Ontario.

WE SUPPORT safety and quality in veterinary care through practice standards and public policy.

WE INSPECT AND ACCREDIT veterinary facilities so you know they provide a professional environment and contain the essential equipment for patient care.

WE MANAGE your concerns about the conduct of veterinarians.

WE ENCOURAGE veterinarians to engage in ongoing quality improvement and to demonstrate professionalism throughout their careers.

SNAPSHOT OF 2020

Pandemic Response

- Multiple communications were circulated and the practice advisory service was available to assist veterinarians with delivering services during the pandemic
- Policy initiatives enabled veterinarians to deliver additional services through the use of telemedicine
- Support was provided to assist the veterinary profession in their efforts to uphold public health measures
- Efforts were coordinated in collaboration with other leadership organizations

Establishment of Strategy 2023, which lays the foundation for the next three years around five key objectives

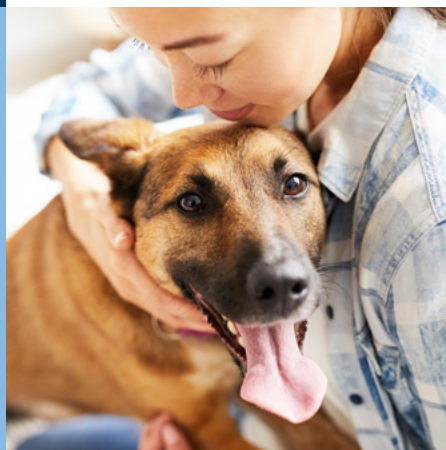
- Promoting professionalism to assure quality care
- Modernizing the oversight of the veterinary profession
- Regulating proactively to mitigate risks
- Championing One Health
- Assuring impact through outcomes

Outcomes Focused Regulation

Establishment of an outcomes-focused regulation framework to build on Council's regulatory effectiveness journey. The framework sets a structure on how we evaluate our decisions, our impact and our opportunities to continuously improve the delivery of our mandate.



5,000+
VETERINARIANS



2,300+
VETERINARY FACILITIES

LEADERSHIP MESSAGE

PUBLIC PROTECTION IN TURBULENT TIMES

A year ago, the title of this message would not have been thinkable, and even if it was, the definition of turbulent would not have been a global pandemic. Our fiscal year runs October 1 to September 30, so with all of this in mind, we actually had six relatively stable months with respect to delivering on our mission. And then came March 2020!

The College of Veterinarians of Ontario is a principle-based organization, clearly focused on its efforts to understand the risks in veterinary practice, to reduce or prevent public and animal harm, and to assure an agile and responsive approach to regulation. The pandemic has brought a full test to this approach, increasingly placing the emphasis on the spirit not just the intent of legislation.

An emergency response is a moment in time. It is extreme in nature and demanding. The College, and every veterinarian, experienced this seismic shift. And yet, the requirement as essential services was to figure out the best way, in a sea of uncertainty, to stay the course.

The College and its Council have led with courage during this tumultuous time. It has continued to believe and support, with its full resource, the sound judgement of its licensed professionals. It accessed its network and partnerships to sort the path forward. Most importantly, it adjusted its programs and policies to fit a “new normal”. The end goal has been the same – safe, quality veterinary care in Ontario.

This annual report demonstrates the continued work and focus of the College on the public interest

- An increase in the number of new licensed members
- An increase in the number of accredited facilities, inclusive of those with a narrowed scope of practice focused on current public need
- The steady management of complaints matters
- The continued movement toward new and improved quality assurance programs
- The use of external advisory panels to inform our work

We urge you to read further to better understand our progress in 2020.

The Council is particularly pleased with the College's increasing emphasis in measuring the impact of its policy decisions. The “so what” of regulation is important to all – the profession, the animals, and the public. This year's addition of an impact strategy unit increases our strategic look at the difference our policies make. We are excited to be leaders in this area and look forward to sharing our learnings, both those that are positive and challenging.

At this time of writing, there are no projections to offer other than a continuing responsible approach to veterinary regulation and attention to the needs of the public and risks to animals as dictated by evidence.

To our partners – thank you for assisting us to do a better job. To the public and the profession – thank you for your feedback and honesty. To the effective regulation of veterinary medicine – we continue to serve.



Dr. Susan Warren
President



Jan Robinson
Registrar and CEO

STRATEGIC PLAN

2020 marked the transition from Strategy 2020 to Strategy 2023. The College is proud of the progress made in Strategy 2020 and looks forward to the work ahead in 2023.

STRATEGY 2020 KEY ACHIEVEMENTS

Advance Public Voice in Regulatory Policy

- Established Public Advisory Panel to advise Council on policy and communication initiatives.
- Engaged multiple communication strategies to encourage engagement at all levels.

Promote Professionalism and Self-Regulation in the Practice of Veterinary Medicine

- New facility accreditation model is approved for piloting.
- Peer Advisory Conversation, the first quality assurance program for veterinary medicine of its kind in North America, has been revised following an extensive pilot project and is ready for launch.

Achieve Commitment to the Legislative Reform of the Veterinarians Act

- Collaboration with the Ontario Association of Veterinary Technicians and the Ontario Veterinary Medical Association to modernize the *Veterinarians Act*.

Ensure Agility in Public Access to Veterinary Medicine

- Established a Practice Advisory Panel to advise Council on policy and communication initiatives.
- The College is viewed internationally as a leader in innovation in relation to veterinary practice.

Champion One Health Initiatives Through Veterinary Leadership

- The College supports federal initiatives to strengthen veterinary oversight of antibiotic prescribing.
- In collaboration with the Ontario Veterinary Medical Association and the Ontario Veterinary College, the College hosted a two-day Future of Veterinary Medicine Symposium attended by close to 100 veterinarians and industry partners.

2020



STRATEGY 2023 – YEAR ONE UNDERWAY

Promoting Professionalism to Assure Quality Care

- Pilot new model of facility accreditation
- Launch the Peer Advisory Conversation
- Build a resource hub on ethical issues
- Publish resources on conflict of interest
- Define the concept of “standard of care”
- Partner with North American leaders to develop an essential competency profile for veterinary medicine

Modernizing the Oversight of the Veterinary Profession

- Target regulation changes
- Test telemedicine delivery models
- Achieve commitment to full legislative reform

Assuring Impact Through Outcomes

- Educate on the new outcomes-focused regulation framework
- Establish an impact strategy unit

Championing One Health

- Establish three-year animal welfare agenda
- Initiate stakeholder relationships with public health
- Highlight veterinarians as public health practitioners
- Explore One Welfare in relation to veterinary medicine

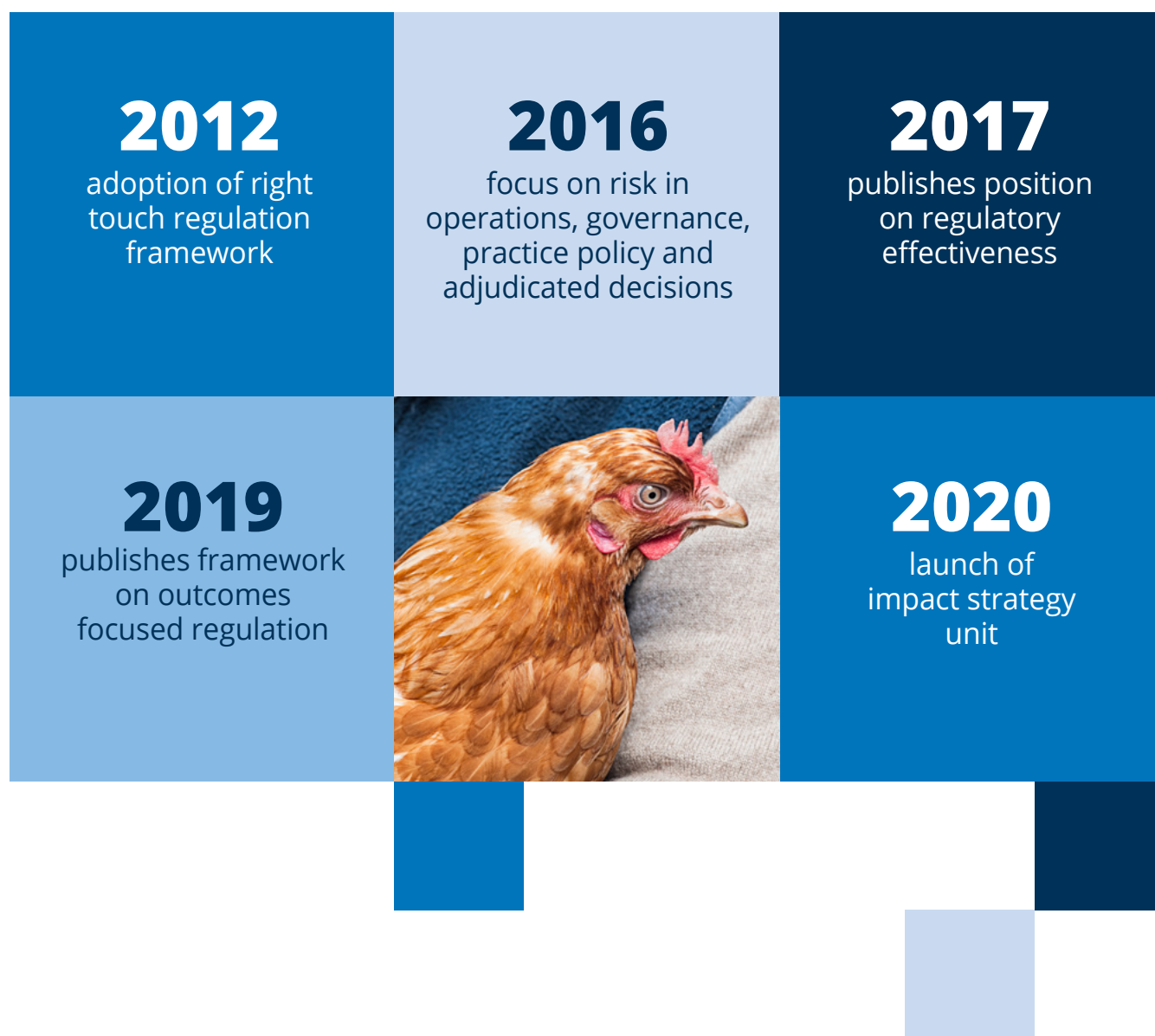
Regulating Proactively to Mitigate Risk

- Collaborate internationally on the future of technology, veterinary medicine and competence
- Broaden remote dispensing beyond antimicrobial drugs
- Improve veterinary drug management in the profession

2023

FOCUS ON OUTCOMES

Regulatory integrity inspires public trust. The College is deliberate about assuring its effectiveness as a profession-based regulator in Ontario. As part of its commitment to effectiveness, the College is committed to demonstrating to the public that its initiatives make a positive difference.



Focus on Risk

Council reviews risk activity at each meeting. Twice a year, Council reviews strategic risks, those which could impact the College's strategic plan, the regulatory environment or veterinary practice.

Impact Strategy Unit

This new Unit is responsible for developing a plan to implement new or revised Council policies. In measuring impact, the Unit reviews the goal of the policy, identifies methods for implementation, and sets an evaluation plan.

Key Performance Indicators

Key Performance Indicators assist Council to focus on risks to the College and within the practice of veterinary medicine. Council reviews the indicators quarterly. The dashboard includes a range of items, including the length of time to resolve complaints cases, deficiencies found in the inspection of accredited facilities, budget alignment, and referrals to the Discipline Committee from the Complaints or Executive Committees.

Remediation Part of Just Culture Approach

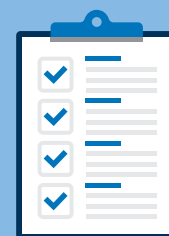
Remedial undertakings, ordered through the complaints and discipline processes, have been successful in addressing practice deficiencies.

The College has regularly engaged in remedial undertakings to provide education when a veterinarian's practice has been identified as deficient in specific areas. As part of the College's commitment to ensure effectiveness in its mandate of public protection, the new evaluation process includes an assessment which is followed by education and then a follow-up assessment.

Of 13 completed assessments, 11 were deemed to be successful. The veterinarians involved demonstrated an improved understanding of the issues and applied changes to their practice to correct the deficiencies. When an assessment is deemed unsuccessful, the case is returned to the Executive Committee.



FOCUS ON RISK



NEW EVALUATION
PROCESS IN PLACE
TO MEASURE IMPACT
OF REMEDIATION

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YEAR AT A GLANCE 2020

LICENSURE



5,124 LICENCES
issued in Ontario
(62% female / 38% male)



1,183 LICENCES
issued to veterinarians
**EDUCATED OUTSIDE
OF CANADA AND THE
UNITED STATES**



LICENCE TYPES
4,926 general / 116 restricted
15 academic / 11 educational
15 public service
41 postgraduate & resident



WHERE VETERINARIANS WORK

4193 work in private
practice in Ontario
--
297 work in education
--
274 work in government at
either municipal, provincial
or federal level
--
156 work in the
veterinary industry
--
13 are inactive



**3% RATE OF
ATTRITION**
141 veterinarians resigned



302 CERTIFIED SPECIALISTS

TOP 5 SPECIALTIES
42 Pathologists
--
35 Surgeons
(Small Animal)
--
33 Internal Medicine
(Small Animals)
--
20 Poultry
--
16 Anesthesia & Analgesia



**306 NEW
LICENCES
ISSUED**
(all types)

INVESTIGATIONS & RESOLUTIONS

COMPLAINTS COMMITTEE



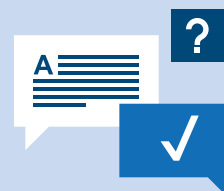
194 COMPLAINTS
involving
253 VETERINARIANS



**6 COMPLAINT CASES
REFERRED TO
DISCIPLINE
COMMITTEE**

92

veterinarians received
**WRITTEN OR
VERBAL ADVICE**
or completed an
undertaking by the
Complaints Committee

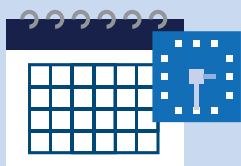


120 CASES
where the Complaints
Committee had
NO CONCERNS



APPEALS OF COMPLAINTS COMMITTEE DECISIONS

11 new appeals
9 appealed cases confirmed
1 appealed case returned
1 appealed case dismissed
by the Health Professions
Appeal and Review Board



**30 DAYS OF
DISCIPLINE
COMMITTEE
HEARINGS**

DISCIPLINE COMMITTEE



14 CASES involving
12 VETERINARIANS
heard by the
Discipline Committee



CASE DECISIONS

6 reached agreements
5 were contested
1 adjourned sine die
2 motion hearings

6

open/active cases
**APPEALED TO
THE DIVISIONAL
COURT**



1 Discipline Committee
appeal was
**DISMISSED
BY ALL COURTS**

EXECUTIVE COMMITTEE



28 **LETTERS OF ADVICE**
or caution by the
Executive Committee

13 **REGISTRAR'S
INVESTIGATIONS**

QUALITY PRACTICE

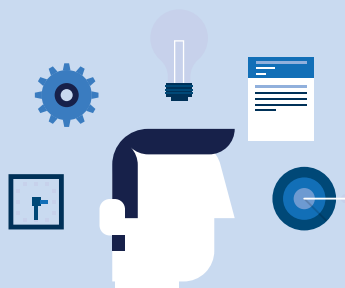


1,878 INQUIRIES

answered through
the College's Practice
Advisory Service

Communication modules,
adapted from the Institute
for Healthcare
Communication (IHC)
Veterinary Communication
Project, are educational
resources for veterinary teams.

**THE COLLEGE
APPROVED
470
REQUESTS TO
VIEW A
COMMUNICATION
LEARNING
MODULE FROM
92
INDIVIDUALS**



**TOP 3
PRACTICE
ADVISORY
QUESTION
TOPICS**

ASKED BY MEMBERS OF THE PUBLIC

1. COVID-19
2. Referred to appropriate contact
3. Clinical Practice/Standards of Care

ASKED BY VETERINARIANS AND CLINIC STAFF

1. Referred to appropriate contact
2. Veterinarian-Client-Patient Relationship (VCPR)
3. Dispensing



**CONTINUING
PROFESSIONAL
DEVELOPMENT**

CPD HOURS IN 2019

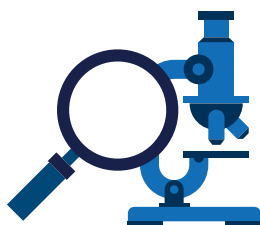
105	All licensed members (average # of hours reported)
87	Graduated in last 5 years
99	In clinical practice
130	In non-clinical practice

The College recommends veterinarians complete 50 hours
of CPD annually or 150 hours over three years.

FACILITY ACCREDITATION



2,388
veterinary
**ACCREDITED
FACILITIES**



550
veterinary
**FACILITIES
INSPECTED**



COVID-19

FACILITY STANDARDS

Due to the COVID-19 pandemic, facility inspections were conducted virtually when possible. In-person inspections continued as needed.

46 requests for exemptions to the Minimum Standards for Veterinary Facilities in Ontario

Deficiencies identified in 72% of facilities inspected.

MOST COMMON DEFICIENCIES NOTED DURING INSPECTION

1. Lack of evidence of a weekly audit of controlled drug inventory.
2. Lack of identifying labels on secondary containers for the storage of drugs within the facility.
3. The facility does not contain material for positive contrast gastrointestinal radiography.

PROFESSIONAL CORPORATIONS



**1,552 ACTIVE
PROFESSIONAL
CORPORATIONS**



**88 NEW
PROFESSIONAL
CORPORATIONS**

COMMUNICATIONS

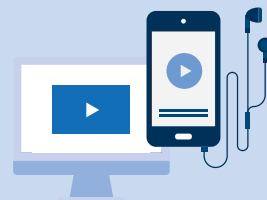


223,000 VISITS
to cvo.org

150,000

ONLINE VISITS

to the College's Public
Register through the Find a
Veterinarian search feature



4,200
VIEWS & LISTENS
to the College's
videos & podcasts



1,000
SUBSCRIBERS

to the College's
NEWSLETTER
for the **PUBLIC**



2020 AT A GLANCE

CONSULTATIONS



**700+ IDEAS
& FEEDBACK**
submitted during policy
consultations

4

**POLICY
TOPICS**
shared for
consultation



**347 DAYS OF
CONSULTATION**
with the public and
the profession



PROGRAM HIGHLIGHTS

QUALITY PRACTICE

Peer Review of Medical Records:

In spring 2019, the Peer Review of Medical Records program became a mandatory component of the College's Quality Assurance Program with oversight by the Quality Assurance Committee. The program was put on hold in March 2020 due to COVID-19 with tentative plans to resume in early 2021. To date, 68 reviews have been completed with **50% receiving a Successful outcome, 41% receiving a Partially Successful outcome, and 9% receiving a Not Successful outcome.**

The College uses aggregate data from the Peer Review of Medical Records program to identify the areas requiring more attention in medical records. The College is committed to supporting the profession with continued improvement in the important area of record-keeping.

Peer Advisory Conversation:

The College completed the final phase of the Peer Advisory Conversation Pilot in 2019. The conversation tools were evaluated and revised based on feedback from the participating veterinarians and Peer Advisors during the four phases. The full program was to launch as a voluntary Quality Assurance program in 2020, however, the launch was put on hold due to COVID-19. The tentative launch date of the PAC will be early 2021.

FACILITY ACCREDITATION

New Facility Accreditation Model and Inspection Standards:

The College Council approved the piloting of the new inspection process and draft facility standards to take place starting January 2021. Piloting of the standards is proposed to take place with voluntary facilities prior to full-scale stakeholder consultation to permit "on the ground" feedback and potential revision. The pilot will run in two phases over two years. Approximately **50 voluntary facilities** will be inspected within the new model each year. After each pilot phase, an evaluation will take place and a report will be provided to the Accreditation Committee and Council, and shared with stakeholders.

Non-Compliance with Weekly Controlled Drug Audit:

The Accreditation Committee determined that non-compliance with the management of controlled drugs is an area of risk. To address this issue of non-compliance, a veterinary facility which is not performing the weekly controlled drug audit at the time of their accreditation inspection, and has not provided evidence of correction within 30 days, will be referred to the Accreditation Committee. In addition, a letter from the Committee Chair is sent to the facility director whose facility will be inspected to inform them about this new compliance measure.

The Registrar referred **seven veterinary facilities** to the Accreditation Committee for on-going non-compliance with the weekly controlled drug audit. Consequently, the Accreditation Committee imposed conditions and limitations on the certificate of accreditation, such as a shorter renewal term and submissions of the weekly controlled drug audit at regular intervals to the College.

Temporary Use of Video Inspections during Public Health Emergency:

The appropriateness of conducting the facility accreditation via video conferencing was determined on a case-by-case basis and required the Registrar's approval. An undertaking was signed by the veterinarian acknowledging that a condition of being issued a certificate of accreditation was a condition that an in-person inspection would take place in the future. **27 video inspections** occurred between April 17 to July 31, 2020.

POLICY DEVELOPMENT & INTERPRETATION

POLICY TOPICS COVERED FROM OCTOBER 1, 2019 TO SEPTEMBER 30, 2020

All standards and policies undergo extensive consultation prior to approval by Council. Council reviews all feedback to make informed decisions. Consultation summaries are available on the College website and provide an overview of input received and Council's decision-making process.

1 Conflict of Interest

2 Telemedicine

3 Modernization of the Veterinarians Act and Regulation 1093

4 Animal Welfare

5 Use of Forms of Energy in the Treatment and/or Care of Animals

6 Personal Use Accounts

7 Dispensing from an Accredited Facility Through a Satellite Location

8 Sale of Non-Drug Veterinary Products

9 Provision of Veterinary Services to Wildlife

10 Use of Non-Conventional Therapies in the Practice of Veterinary Medicine

11 Euthanasia

WHAT'S AHEAD IN 2021

As we move into 2021, the College is attentive to the impact of the public health global emergency on veterinary medicine and the public's access to veterinary services in Ontario. These are unusual and challenging times as we all work together to do what we can to support public health.

The work of the College is centralized around managing risks. We understand risk patterns and trends in the practice of veterinary medicine and develop programs and policies to reduce potential harm. The profession's opportunity to contribute to safe care for animals and the public has never been more significant.

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

We look forward to a productive year of effective profession-based regulation on behalf of the people of Ontario.

Depending on the status of the pandemic, 2021 initiatives will include:

- **Launch of the pilot project to review the model and standards for the accreditation of veterinary facilities**
- **Introduction of the voluntary Peer Advisory Conversation for use by veterinarians**
- **Continuing work on the modernization of the *Veterinarians Act***
- **Development of new and revised policy guidance on complementary and alternative veterinary medicine, forms of energy, and personal conflict of interest**

APPRECIATION TO VOLUNTEERS

The College acknowledges with gratitude the commitment and dedication of the many licensed members who volunteer their time and expertise to support College initiatives throughout the year.



CVO COUNCIL, COMMITTEES & STAFF

COUNCIL

Dr. Susan Warren,
President
Dr. Tyrrel de Langley,
1st Vice-President
Dr. Lorie Gold,
2nd Vice-President
Dr. Patricia Alderson
Dr. Peter Borgs
Dr. Steven Jacobs,
until December 2019
Dr. Sarah Thompson,
until December 2019

Ms. Gayle Ecker,
appointed March 2020
Mr. Andrew Glenney,
appointment ended May 2020
Dr. Christine Hickman
Dr. Shannah Kavonic
Ms. Catherine Knipe,
appointed September 2020
Mr. Don Mayne,
appointment ended September 2020
Dr. Patricia Lechten
Ms. Joy Levison

Dr. Kerry Lissemore,
since December 2019
Dr. Paula Menzies
Dr. Alana Parisi
Dr. Jessica Retterath,
since December 2019
Ms. Rena Spevack
Dr. Wade Wright



COMMITTEES

Executive Committee

Dr. Susan Warren, *Chair*
Dr. Tyrrel de Langley,
1st Vice President
Dr. Lorie Gold,
2nd Vice President
Dr. Patricia Lechten,
Past President
Mr. Donald Mayne,
Public Member

Governance, Audit and Risk Committee

Dr. Patricia Lechten,
Chair since September 2020
Mr. Don Mayne,
Chair until September 2020
Dr. Tyrrel de Langley
Dr. Susan Warren

Registration Committee

Dr. Paula Menzies, *Chair*
Dr. Kerry Lissemore,
since December 2019
Dr. Alana Parisi
Dr. Hamid Rezaei Koupaei
Ms. Rena Spevack
since December 2019
Dr. Peter Borgs,
until December 2019
Mr. Andrew Glenney,
until December 2019

Complaints Committee

Ms. Joy Levison, *Chair*
Dr. Kristin Baird
Dr. Ehab Hanna
Dr. Moyra Horner
Dr. Louise Kelly
Dr. Lisa Schwarz
Dr. Naomi Scromeda
Dr. LeeAnn Sealey
Dr. Natalie Soligo
Dr. Wade Wright

Discipline Committee

Dr. Patricia Lechten, *Chair*
Dr. Patricia Alderson
Dr. Martin Appelt
Dr. Peter Borgs
Dr. Tyrrel de Langley
Ms. Gayle Ecker
Dr. Angela Forsyth
Dr. Meredith Geldart

Dr. Lorie Gold
Dr. Christine Hickman
Dr. Enna Hughes
Dr. Steven Jacobs
Dr. Davinder Jassal
Dr. Shannah Kavonic
Dr. Harold Kloeze
Dr. Lena Levison
Ms. Joy Levison
Dr. Kerry Lissemore
Dr. Arif Memon
Dr. Paula Menzies
Dr. Atul Pakhawala
Dr. Alana Parisi
Dr. Ilya Rasheed
Dr. Jessica Retterath
Dr. Ravi Sankar
Ms. Rena Spevack
Dr. Sarah Thompson
Dr. Ines Walther
Dr. Steve Watts
Dr. Wade Wright

Accreditation Committee

Dr. Patricia Alderson, *Chair*
Dr. Christine Hickman
Dr. Sara Untch
Ms. Gayle Ecker
Dr. Jessica Retterath

Quality Assurance Committee

Dr. Shannah Kavonic, *Chair*
Dr. Sue Burlatschenko
Dr. Robert Berger
Dr. Peter Borgs,
since December 2019
Ms. Rena Spevack,
since December 2019
Dr. Sarah Thompson,
Chair until December 2019
Mr. Donald Mayne,
until December 2019

National Examining Board

Dr. Suminder Sawhney

STAFF

Registrar's Office

Jan Robinson,
Registrar & CEO
Anita Lovrich,
Executive Partner, Policy
Sarah Kirby,
Policy & Projects Specialist
Kim Huson,
Executive Partner, Communications

Corporate Services

Beth Ready,
Executive Partner, Corporate Services
Sarah Ellery,
Records & Risk Officer
Ashley Coles,
Business Intelligence Analyst
Louise Brown,
Administrative Support

Licensure

Shilo Tooze,
Associate Registrar, Licensure
Lindsay Sproule,
Principal, Licensure
& Professional Corporations
Sarah Adams,
Associate, Licensure
& Professional Corporations
Rose Robinson,
Principal, Investigations & Resolutions
Martin Fischer,
Investigations & Inspections Specialist
Cindy Rose,
Associate, Investigations & Resolutions
Gabriella Klosak,
Associate, Licensure & Investigations

Quality Practice

Dr. Kim Lambert,
Associate Registrar, Quality Practice
Dr. Colette Larocque,
Practice Advisor
Dr. Susan Sabatini,
Practice Advisor
Emily Ewles,
Principal, Quality Assurance
& Improvement
Aneeta Bharij,
Principal, Accreditation
Cindy Tang,
Associate, Quality Practice

Accreditation Inspectors

Wilf Muller
Adrian Darmon

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SUMMARY FINANCIAL STATEMENTS 2020

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Members, College of Veterinarians of Ontario

Opinion

The summary financial statements, which comprise the summary statement of financial position as at September 30, 2020, 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, 2020 and for the year then ended.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the criteria disclosed in the summary financial statements.

Summary 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 and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of the College of Veterinarians of Ontario and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated December 9, 2020.

Management's Responsibility for the Summary 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 whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810 "Engagements to Report on Summary Financial Statements".

Mehta Professional Corporation
Chartered Professional Accountants
Authorized to practice public accounting by the Chartered Professional Accountants of Ontario

December 9, 2020
Toronto, Ontario



SUMMARY STATEMENT OF FINANCIAL POSITION AS AT SEPTEMBER 30, 2020

ASSETS	2020	2019
Current assets		
Cash	\$ 292,177	\$ 151,990
Investments	1,128,127	817,591
Accounts receivable	89,019	60,366
Prepaid expenses	103,186	58,425
	1,612,509	1,088,372
Other assets		
Investments — long term	1,818,000	1,818,000
Capital assets		
Tangible	785,064	848,502
Intangible	158,346	323,334
	943,410	1,171,836
	\$ 4,373,919	\$ 4,078,208

LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 315,345	\$ 227,381
Capital lease obligations — short term portion	0	78,063
	315,345	305,444
Net assets		
Invested in capital assets	943,410	1,093,773
Unrestricted	3,115,164	2,678,991
	4,058,574	3,772,764
	\$ 4,373,919	\$ 4,078,208



SUMMARY STATEMENT OF OPERATIONS FOR THE YEAR ENDED SEPTEMBER 30, 2020

REVENUE	2020	2019
Registration fees	\$ 5,056,783	\$ 4,946,908
Premises inspection fees	140,531	142,059
Penalties and other	102,589	109,408
Corporate registration fees	105,900	100,600
Application and examination fees	74,688	96,375
Interest	91,121	83,573
	5,571,612	5,478,923

EXPENSES		
Staffing and related	2,299,760	2,224,527
Legal	1,083,462	901,320
Information management system	328,347	299,765
Council and committees	289,730	392,795
Bank and credit card charges	158,897	161,591
Office facilities	140,977	164,933
Investigations and hearings	95,890	117,662
Office and general	85,654	97,899
Insurance	83,371	81,236
Professional health program	78,248	86,890
Special projects	77,219	41,438
Policy development	65,314	62,138
Communication	63,951	58,088
Accounting and audit	46,785	45,125
Quality assurance	42,044	77,213
Premises inspections	40,302	54,616
Networking and representation	28,031	61,211
Exam administration	12,932	19,980
Amortization	264,888	238,445
	5,285,802	5,186,872
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	\$ 285,810	\$ 292,051

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:

a) the information in the summarized financial statements is in agreement with the related information in the complete financial statements; and

b) 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.

The College's complete audited financial statements are available on the College website.



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