



2018 Annual Report community

DEFINITIONS

ACP	Advanced Care Paramedics
APPROVED PARAMEDIC PROGRAM	A program that has met the College's approval standards for an education program.
CC	Continuing Competence
COLLEGE	The Alberta College of Paramedics; the corporation that regulates the profession of paramedicine in Alberta, established in accordance with and with the full authority as outlined in the HPA.
COUNCIL	The governing committee of the College. Council means the Council of the College, established under section 5 of the HPA.
CPD	Continuing Professional Development
EMR	Emergency Medical Responder
HPA	<i>Health Professions Act, R.S.A. 2000, c. H-7</i>
PCP	Primary Care Paramedic
PPR	Paramedics Profession Regulation

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CHIEF EXECUTIVE OFFICER AND REGISTRAR'S REPORT

Effective regulation requires the work, support and commitment of the entire community of regulated members, College staff, other colleagues in regulation, associations and government.

Having both started in our positions in the latter half of the year, we must acknowledge the effort by our community of regulated members, excellent staff and our valued stakeholders for their work, support and commitment to keeping the College running smoothly in the transition to the College's new leadership structure.

In 2018 the College Council split the joint role of Executive Director and Registrar into two separate positions, Chief Executive Officer and Registrar. Looking back, we will regard 2018 as yet another significant year for the College and profession.

"Following seven and a half years with the Glenrose Rehabilitation Hospital Foundation, I am excited at the opportunity to continue my career in the world of health care.

This year saw us complete a full review of our Bylaws and establish a solid foundation for the College's operations.

Alberta is one of only four provinces in Canada where paramedicine is self-regulating. Without the benefit of similar regulators across the country, our stakeholders in Alberta are invaluable to us as we set much of the stage for self-regulation of the profession.

Our upcoming year will be a shortened one, as the College transitions its membership and fiscal year to new timing. For 2019, the College will observe a nine-month year, and begin our new membership year of October 1 to September 30 each year. This change will better the College to offer better support to members and employers."



Wendy Dugas

"Having worked in the profession for close to 20 years with Alberta Health Services EMS in Calgary, I am honoured to be working with the College as Registrar.

We were able to accomplish quite a bit in 2018, including reviewing and implementing updated EMR program standards; as well as the completion and implementation of the new PCP clinical component to the Provincial Registration Examination.

2019 will see the roll out of the updated Continuing Competence program; which will work to ensure our regulated members are well-equipped to provide excellent care to Albertans.

As a regulator, our job is to work in the public interest, but rarely do we find that the interest of the public differs from what is in the interest of the profession. With the upcoming implementation of Bill 21: An Act to Protect Patients, this is an exciting time for health care in Alberta."



Tim Ford

We are both honoured to be working with such an important part of Alberta's emergency medical services. Paramedics provide such a vital service to Albertans on a daily basis, both in the form of ambulatory/emergency services, as well as in industrial and community settings.

INTRODUCTION

PRESIDENT'S MESSAGE: THE IMPORTANCE OF COMMUNITY

I am honoured to be issuing this message after stepping into the role of President only recently in November 2018. As I reflect on the last year, I am immensely proud of the work we have been able to accomplish; but I have even more pride in the community of regulated members, staff and stakeholders who, working together, were able to accomplish it.

Our community this year has included some truly exceptional efforts from a great many individuals, including my predecessor, Mr. Pete Helfrich, who served as President until November 2018. Pete provided guidance and steadfastness through some of the most tumultuous times in the College's history. Our committee members, exams contractors and volunteers must be recognized for their work in upholding our mandate to regulate in accordance with the Health Professions Act. And our dedicated staff team navigated through this time of transition and remained resolute in their commitment to the important work of regulation for our patients and our profession.

With the leadership structure of the College now firmly in place, by welcoming both our new CEO Wendy Dugas and Registrar Tim Ford, I am confident the College will continue to work toward our overarching goal of excellence in regulation for the benefit of, and in the service of, all Albertans.

We acknowledge that self-regulation is a privilege, and we are committed to working together with government and all stakeholders in pursuit of new frameworks and structures that will better support patients and ensure excellent paramedic care in Alberta.

Working together to regulate the paramedic profession, we have made excellent strides to ensure Albertans receive the best care possible from the paramedic professionals who work tirelessly in service of their patients.

I am pleased to present this Annual Report, approved by Council, as a summary of the activities of the College's community for the membership year of 2018.



Dusty Schlitter
President

PUBLIC MEMBERS' REPORT

We, the public members, are volunteers appointed by the government to assist the Alberta College of Paramedics in carrying out their mandate to govern the profession in a manner that protects and serves the public interest. We are accountable to the Minister of Health and serve on the College Council under the Health Professions Act to ensure that the interests of all citizens of Alberta are represented. We actively participate in the governance activities of the College, serving as voting members of the Council along with elected practitioners. While the three of us have diverse educational and professional expertise, we all share a background in health, education and governance activities. We are now in the second year of our terms on the Council and continue to support the profession in service of the best interests of Albertans.

The transition to self-governance under the Health Professions Act of September 2016 continued to be a major focus of the work of the College and Council in 2018. For 2019, we look forward to being active participants in the development of a new strategic plan to guide the future direction of the College.

Over the past year, we have actively participated in the many positive changes that the College and the Council have undertaken. We welcomed a new CEO, a new Registrar and two new members of Council. We truly appreciate and actively support the Council's commitment to effective processes and procedures, and focus on good governance. We support and applaud the focus on transparency, communication, accountability, professionalism and stewardship of resources.

We want to commend the hard work and commitment of our colleagues, the elected members of the Council. Members serving on the Council commit time and energy towards the betterment of the profession while still maintaining positions in practice. Thank you to outgoing President Pete Helfrich for his years of dedication to advancement of the profession in Alberta. We look forward to working with the new president, Dusty Schlitter, who brings several years of experience on Council to this position. Thank you to all staff members who carry out the important daily work of the College and have continued to impress us with their commitment to high standards of service.

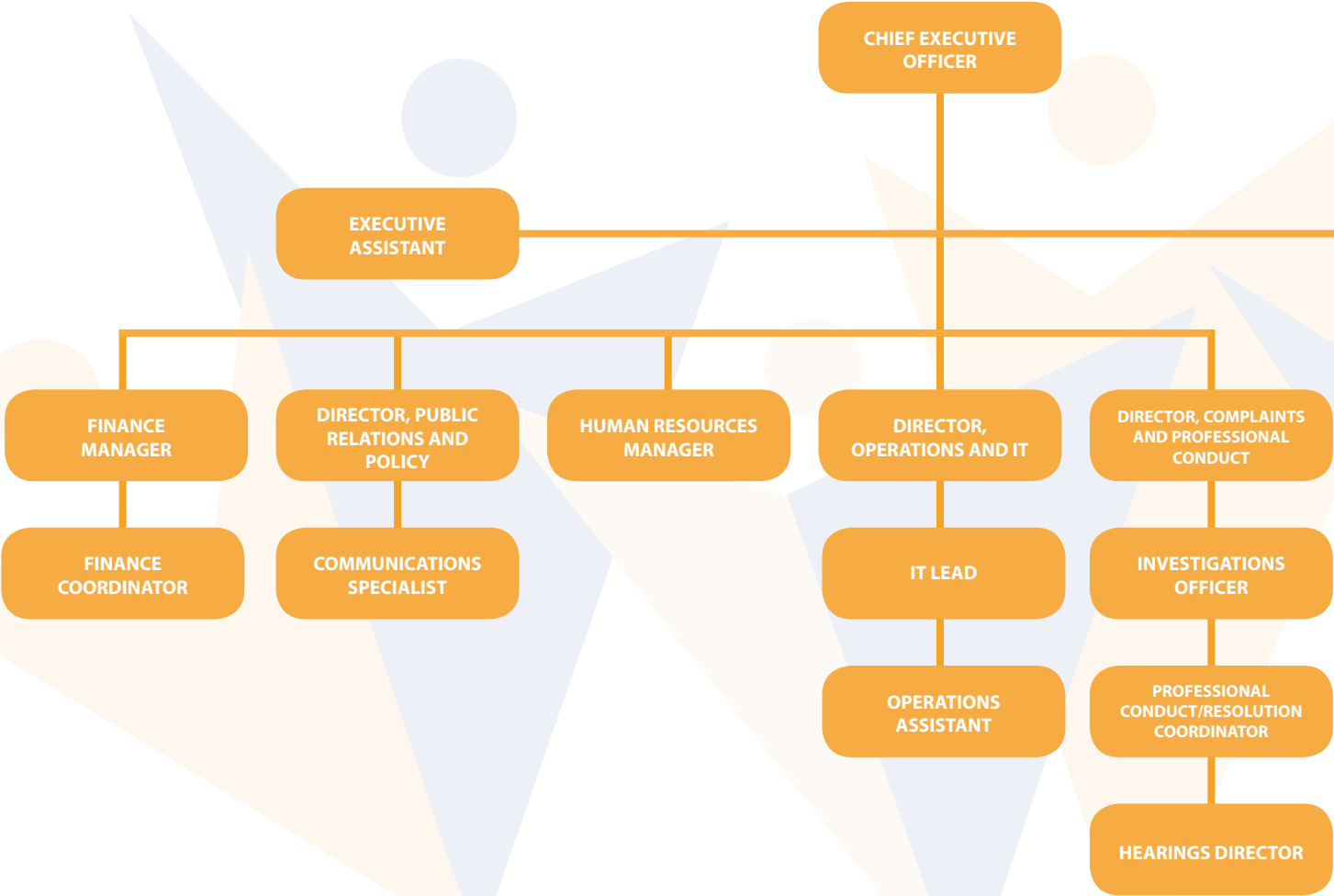
On behalf of all Albertans, we would like to express our gratitude to all paramedics and responders working in communities all across the province. Your important service, in diverse roles and settings, meets a critical public need. We were pleased to be able to meet many members at the AMM in 2018 and learn more about the scope of paramedicine practice across the province. We look forward to opportunities to meet many more members in 2019.

We, along with other members of Council, the College and the paramedic profession, remain committed to ensuring the delivery of competent, quality services that benefit the wellbeing of Albertans.

Public Appointed Members:

Lynda Cherry
Lisa Jensen
Dr. Harriet Johnston

ALBERTA COLLEGE OF PARAMEDICS STAFF
(At December 31, 2018)



ABOUT

ABOUT THE ALBERTA COLLEGE OF PARAMEDICS

The Alberta College of Paramedics regulates the practice of paramedicine in Alberta. The privilege of self-regulation is granted through Alberta's *Health Professions Act* (HPA).

Like all health professions, paramedicine continues to evolve in scope, breadth and complexity. It is the job of the College to ensure paramedicine practitioners meet the minimum standards for professional behaviour and ethical conduct. We work together with practitioners, educational institutions, employers and government to uphold the trust Albertans have in our profession.

A regulated health profession

It is our responsibility to ensure all registered practitioners possess the necessary skills, training and ethical reasoning to safely serve and care for our communities to the highest possible standards.

The Alberta College of Paramedics regulates all three levels of paramedicine:

- Emergency Medical Responder (EMR)
- Primary Care Paramedic (PCP) formerly Emergency Medical Technician (EMT)
- Advanced Care Paramedic (ACP) formerly Emergency Medical Technologist-Paramedic (EMT-P)

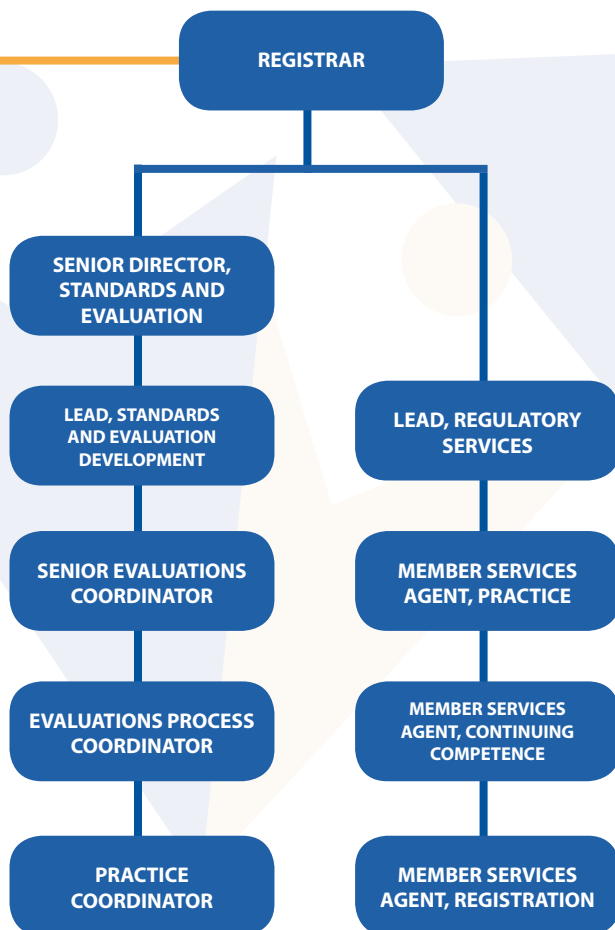
All paramedic practitioners must be registered with the College to practice in Alberta.

The Alberta College of Paramedics is not responsible for delivering paramedicine education programs in Alberta nor is it directly affiliated with any of the education providers. We do set the standards for educational program approval in Alberta.

Paramedicine's essential role

No matter what corner of the province they work in, paramedics are trusted to deliver quality, expert health care to Albertans when it's needed most. Paramedics play a critical role in our health system and have an enormous responsibility in maintaining the health and wellness of Albertans.

The College regularly assesses our members against expected competencies and standards of practice, and we ensure paramedics have access to the education and support needed to deliver the best possible patient care.



2018 COUNCIL



PRESIDENT
Dusty Schlitter, EMR



VICE PRESIDENT
Melissa Manion, ACP



TREASURER
Lance Sheppard, PCP



Ian Burgess, PCP



Tim Moen, ACP



Pete Helfrich, ACP
President to November 2018



Travis Lanoway, ACP



Luke Flowers, ACP

PUBLIC APPOINTED MEMBERS



Lynda Cherry



Lisa Jensen



Dr. Harriet Johnston

PAST COUNCIL MEMBERS



Annabelle Stratton, PCP
Term ended August 2018



Christina Fobes, ACP
Resigned



Jonathan Jackel, ACP
Term ended August 2018

GOVERNANCE

COUNCIL'S ROLE

The College is governed by Council, which is made up of six to nine elected members from the profession and three public members who are appointed by the Government of Alberta. Council is accountable for the overall governance of the Alberta College of Paramedics, which includes:

- Setting the strategic direction for the College
- Implementing Bylaws, Code of Ethics and Standards of Practice
- Developing and approving policy
- Ensuring the College meets all legislated and regulatory requirements
- Approving the College's annual operational budget (and members' fees)
- Ensuring the Chief Executive Officer provides leadership and efficiently conducts College business

The daily operations of the College are entrusted to the Chief Executive Officer who works with the Registrar and a team of regulatory and administrative staff to carry out the functions and activities of the College.

Online elections for open Council positions were held for the second time this year. Four regulated members campaigned for two, three-year terms. The two incumbents who ran were defeated by two new members who were elected to Council in August 2018. The new terms began in September.

COMMITTEES

A number of legislated committees support practitioners and the College Council. Committee work is a critical component of successful self-regulation of the profession.

The College's standing committees include:

1. Competence Committee: Provides support to Council and the Registrar by carrying out activities related to the development and implementation of the Continuing Competence Program.
2. Registration Committee: Provides support to Council and the Registrar by carrying out activities related to applicant registration and practice permit renewals.

EXAM WORKING GROUPS

Exam Quality Assurance Team

The Exam Quality Assurance Team (EQAT) ensures the continuous improvement of exam content and delivery, validation and quality control.

Post-Exam Validation Team

The Post-Exam Validation Team is comprised of practitioner representatives with industrial, education and practice experience. The team reviews and approves the grades and results of all exams for all three designations: EMR, PCP and ACP.

Exam Item Development (Writers and Reviewers)

The Provincial Item Writing Team develops and reviews new questions for the EMR, PCP and ACP testing banks. Representing education, industry, community paramedicine and health employers, the team of reviewers and validators ensures questions have reference sources and meet current standards of practice. The Exam Item Bank is hosted and monitored by the College's psychometric services provider, Psychometric Strategies and Research (PSAR).

STANDARDS OF PRACTICE AND CODE OF ETHICS

New Standard of Practice

The College developed the new Standard of Practice: Sexual Abuse and Sexual Misconduct involving a Patient in response to the government's requirements approved in Bill 21, An Act to Protect Patients. An open consultation for members and stakeholders was held between December 20 and December 31, 2018. More than 100 responses were collected. This Standard has been submitted to the Minister for review and approval.

There were no other activities associated with the development of new or amended Standards of Practice in 2018; and no changes were submitted to the Minister for review. No new Standards of Practice has yet been formally adopted by Council.

Code of Ethics

There were no activities associated with the development of new or amended Code of Ethics in 2018; and no changes were submitted to the Minister for review. No new elements/changes to the Code of Ethics have been formally adopted by Council.

A complete review of the Code of Ethics is planned for early 2019 to address gaps that have been identified throughout the first two years since proclamation under the Health Professions Act.

While there were no new initiatives concerning Standards of Practice or the Code of Ethics during the reporting year, work to review the Standards of Practice will follow the review and work on the Code of Ethics.

Copies of the currently adopted Standards of Practice and Code of Ethics can be found on our website: www.collegeofparamedics.org.

Bylaws

In the summer 2018, a complete review of the College's Bylaws began. Following an environmental scan of Alberta's healthcare regulators, member consultation, Council review and legal review, the revised Bylaws were provided to government for any last comments.

The significant changes to the Bylaws were made to address gaps where information was not previously accounted for, including:

- Managing Council terms, eligibility and ineligibility
- Insufficient nominations for Council
- Clarification on roles and appointments (Registrar, Complaints Director, Hearings Director)
- Timing of practice permit and renewal issuance
- Clarity and procedures for special meetings

These changes/additions all help clarify how the College is to operate and provides additional structure where it did not previously exist. Council is set to approve these revised Bylaws early in 2019 for immediate implementation.

GOVERNANCE *continued*

REGULATORY CHANGES

Change to Membership Year, Annual Renewal

The 2018 membership year followed a 12-month, calendar year cycle. As has been identified through various channels, including feedback from members, employers, service providers and staff; this timing creates significant and unnecessary challenges for the profession.

In September 2018, Council approved a request for decision to change the membership year and renewal timing. Effective 2019, the membership year will follow an October 1 to September 30 year. This means that the annual renewal will now take place between August 1 and September 30 each year; with Practice Permits being issued effective October 1.

The College's fiscal year is also being revised to align with new membership year.

This change will substantially increase the service the College is able to provide to members during the annual renewal process; as well as reducing the stress for members of having to complete the renewal process during the Christmas and holiday season.

2019 Renewal

The 2019 renewal period (November 1 – December 31, 2018) saw the issuance of practice permits for a shortened membership year of January 1 – September 30, 2019. This change was deemed necessary and the least disruptive in implementing the new membership year and renewal timing.

Paramedics Profession Regulation

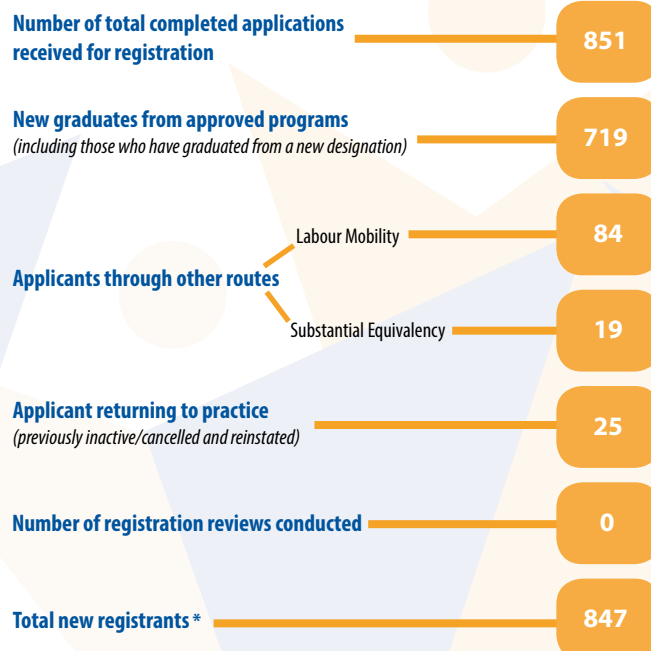
- There were no changes to the College's regulation during the reporting year.
- There were no activities associated with the development of new or amended regulations in 2018.
- No major consultations on regulation with members and other stakeholders occurred in the reporting year.

The College will continue to monitor and respond to any need for revisions to the regulation for the profession.

NEW REGISTRANTS

The College's application process for registrants includes those who are new to the profession (never been registered), as well as those who are changing their designation (new to their new designation) and those who have reinstated their practice permit (previously inactive/cancelled).

As the College's application process is online, applications may be started but never completed and submitted to be formally considered received for consideration of registration. For the purposes of our reporting, the total number of applications received are those that were completed applications.



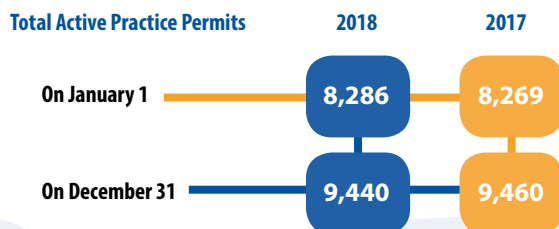
**Of the total completed applications received, four applicants were denied based on the currency in practice requirement (either due to outdated education or failure to meet an active practice requirement).*

* MEMBER INFORMATION

NUMBER AND TYPES OF REGULATED MEMBERS

On January 1, 2018, 8,286 regulated members had completed renewal on time and held an active practice permit for the 2018 membership year.

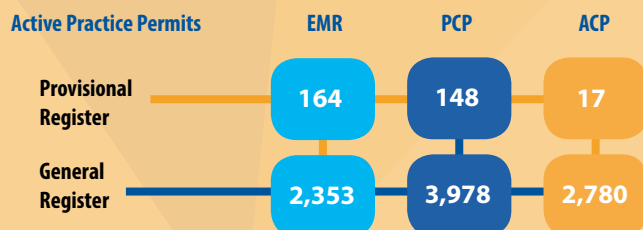
On January 1, 2018 the College suspended 997 members for non-renewal. By February 13, 2018, 330 of the suspended members had successfully reinstated their practice permit for the 2018 year. The remaining 667 members were cancelled.



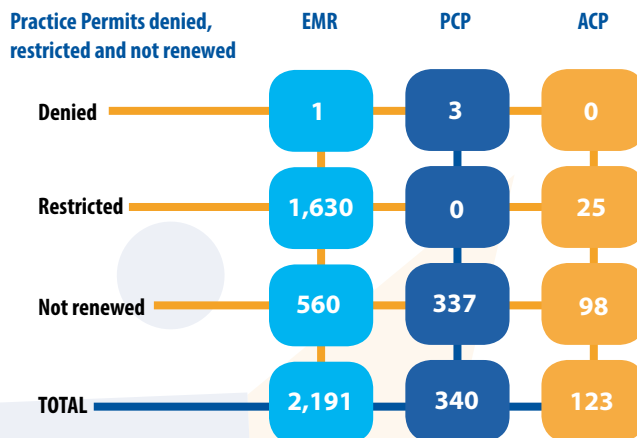
Members who held an active practice permit through to the end of December 31, 2018

In total, there were 9,440 total Practice Permits that were active through to the end of December 31, 2018.

9,440
active Practice Permits
(at December 31, 2018)

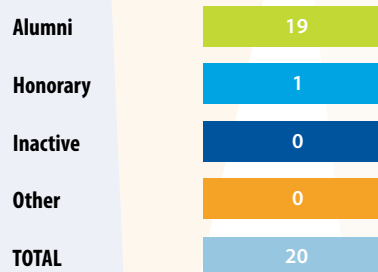


Members whose practice permits were denied, restricted or not renewed in the 2018 year



Practitioners who were registered with the College in 2018 but do not hold an active practice permit

Unregulated Members

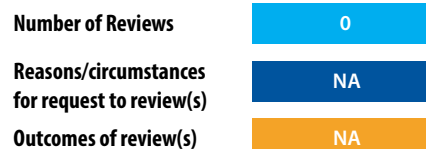


Courtesy Register



Registration reviews by Council in 2018

Reviews by Council



* APPROVAL OF TRAINING PROGRAMS AND EXAMINATIONS

In 2018, the College worked to finalize a new set of EMR education standards. The standards had been in the work previously but had stalled due to resource issues within the College staff.

We are pleased to share that these revised EMR education standards are more stringent, requiring an enhanced level of education for this crucial designation in the healthcare system. One significant element in these standards now is the inclusion of a driving component, to ensure EMR practitioners are skilled, competent drivers.

With approximately 40% of the profession engaged in the delivery of emergency health services with Alberta Health Services, professional driver training is a key success indicator for this designation.

Most of the EMR educators in Alberta have already submitted their programs for review and approval. The College will next focus on reviewing and updating the education standards for primary care paramedic programs.

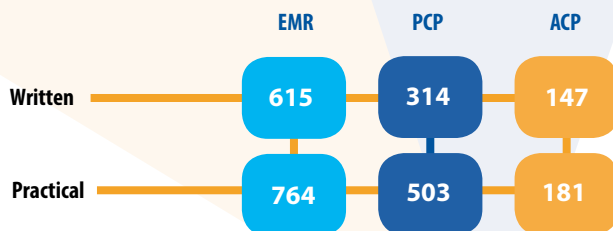
All approved programs can be found on the College's website.

PROVINCIAL REGISTRATION EXAMINATIONS

The College administers its own provincial registration examination as the only recognized testing method for achieving registration in the province. In 2017 the College rolled out the new EMR examination format and in 2018 the new PCP Clinical exam was implemented in October. The PCP Clinical Redesign consists of an assessment and three skill stations for testing; two mandatory skills and one random skill.

Exams Delivered in 2018

The numbers of exams delivered in the 2018 year were:



**These numbers reflect the total number of exams delivered and includes all first, second and third attempts.*

* CONTINUING COMPETENCE PROGRAM

Under the Health Professions Act (HPA), active paramedicine practitioners are required to remain current in their practice and knowledge through the College's Continuing Competence program. The Continuing Competence program fosters individual improvement and growth of professional practice, enhancing the level of service and care provided to Albertans.

Program Description

The Paramedic Association of Canada (PAC) states:

"Paramedics integrate the six following roles to provide safe, compassionate and patient-centered care in the varied settings and contexts of paramedic practice: clinician, professional, educator, advocate, team member and reflective practitioner."

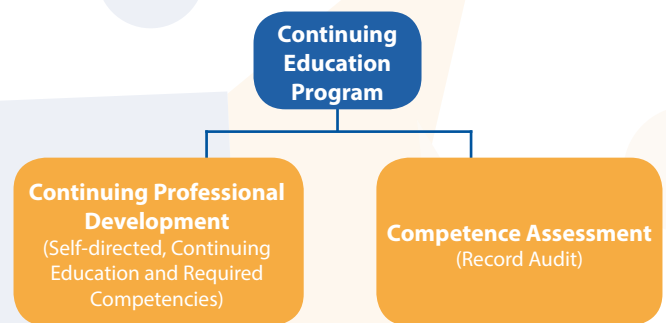
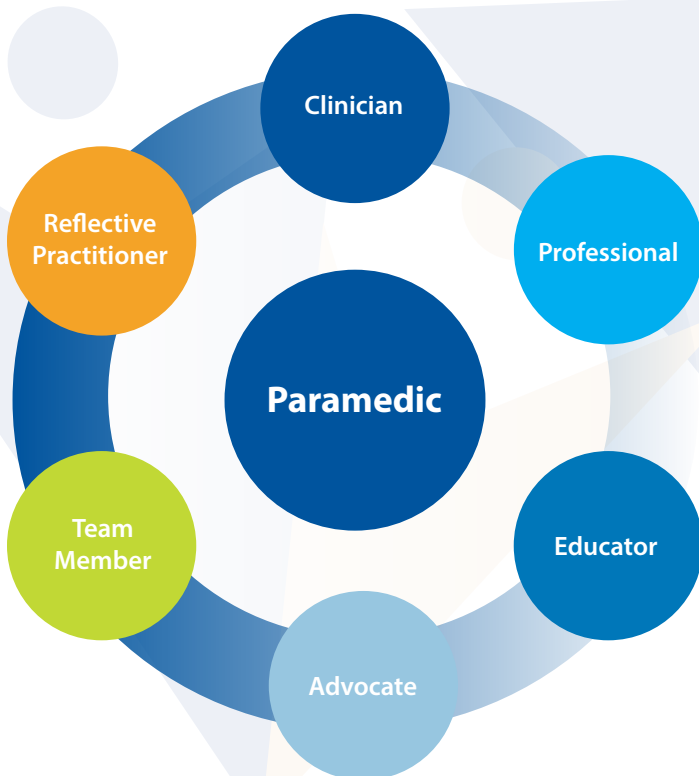
Changes to the CC cycle timing

Beginning with the 2019, the program will change to reflect an annual Continuing Competence cycle from the previous two-year structure to meet the HPA requirement of an annual commitment to continuing competence.

Introduction of Continuing Education

This program consists of two parts:

1. Continuing Professional Development
2. Competence Assessment



In the 2017/2018 model, the College specified a required competency and the rest of the credits were deemed self-directed. The College is proposing the introduction of continuing education to the continuing professional development component.

Credit Requirements

For 2017/2018, members were required to achieve 120 credits in the two-year cycle. The model proposed requires members to achieve 60 credits in the one-year cycle. The credits can be obtained through self-directed learning, continuing education and mandatory training, as directed by the College.

These roles support the foundation of the CC Program. The maintenance or expansion of knowledge pertaining to these six roles lend to the overall competence of the paramedic practitioner.

In August 2018 the College consulted with the members on proposed changes to the program. Close to 600 members provided feedback on the new program rules and structure.

The main areas to be updated are:

- Changes to the CC cycle timing
- How credits will be classified and required
- Introduction of CC audits

* CONTINUING COMPETENCE PROGRAM *continued*

CC Record Audits will begin in 2019

Beginning in January 2019, the College will begin conducting audits on regulated members' Continuing Competence (CC) records. This is an enhancement on the validation process (and activities) that will now be called the CC audit.

The audits will begin by reviewing the previous 2017/2018 CC cycle. Regulated members will be randomly selected and will be required to provide all documentation for the 2017/2018 CC credits recorded on their profile.

The College has required members to keep their CC records for five years as part of the validation process; and will continue to require members to keep these records for five years moving forward.

PROGRAM ACTIVITIES

In 2018, the Competence committee reviewed two members. No regulated members had eligibility conditions placed on their practice permits in 2018 and no regulated member had an active direction on their practice permit by the close of the 2018 membership year on December 31.

Outcomes of Review by Competence Committee

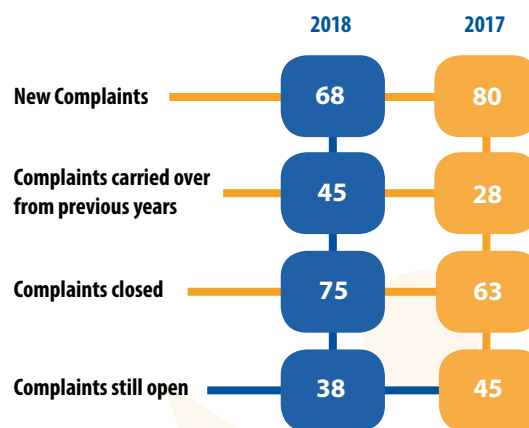
The College had one regulated member (EMR) sign a declaration of non-renewal in 2017; but in January 2018 decided to reinstate his practice permit. The committee reviewed this member and direction was provided. Subsequently to the provision of the direction, the regulated member was suspended in September 2018 for not meeting the direction.

The Competence Committee reviewed one regulated member because he was unable to complete the CPR requirement for the 2017/2018 Continuing Competence cycle due to a physical disability. The member had been on a leave of absence, but had reached the maximum time permitted on leave and was required to fulfill the CC requirements for the 2017/2018 cycle. In 2018 he requested that a different required activity be assigned to him instead of CPR Certification. The committee met in March 2018 and directed him to complete a different requirement in place of CPR, as well as to fulfill his remaining credit requirements by the end of 2018. At December 31, 2018 no requirements have been met, the member did not renew his practice permit. As the permit was not renewed, it has been suspended and will be cancelled in 2019 if the member does not meet the outstanding requirements.

Practice Visits

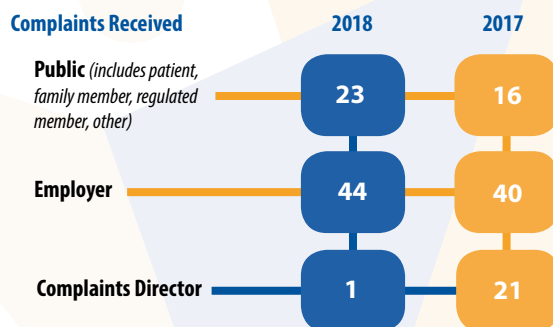
The College has not yet implemented practice visits.

COMPLAINTS RECEIVED



**Open complaints include those files that are currently being monitored for sanctions.*

ORIGIN OF COMPLAINTS



* COMPLAINTS AND DISCIPLINE

DISPOSITION OF COMPLAINTS

Unprofessional Conduct

In progress	33
Referred to hearing	7
Dismissed	8
No Further Action (Employer reporting)	19
Withdrawn	0
Resolved	14
Section 118	1

Summary of reviews and appeals of decisions 2018

Total requests for review of dismissal	0
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Appeals of Hearing Tribunal Decisions 2018

Total requests for appeals of Hearing Tribunal decisions	0
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HEARINGS AND APPEALS

Summary

	2018	2017
Number of public hearings held	7	10
Number of closed hearings held	0	0
Number of appeals	0	1
Number of members dealt with under Section 118*	1 (from the 2017 files)	1

*Incapacitated due to a physical, mental or emotional condition, or due to an addiction to alcohol or drugs.

ALTERNATIVE COMPLAINT RESOLUTION

In 2018, there were 0 settlements ratified, amended, or not ratified by a complaint review committee under the Alternative Complaint Resolution (ACR) process. There are currently 0 referred complaints remaining within the ACR process.

Hearing Outcomes

	2018
Reprimand, costs, psychologist	1
Reprimand, costs, psychologist, course	1
Reprimand, fines and/or costs, course	2
Reprimand, suspension, fine and costs	1
Reprimand and cancellation, fine and costs	1
Reprimand, courses, fitness to practice required (by physician)	1
TOTAL	7

OTHER ACTIVITIES

Annual Members' Meeting

In 2018, the College held the second Annual Members' Meeting. This year the College partnered with Alberta Health Services EMS to offer a two-day event that providing members with the chance to gather, and learn more about the activities of the College and the direction of the profession in Alberta.

Members were provided with an online opportunity to ask questions of Council and College staff. More than 200 questions were asked and answers were provided either in person or in a follow up document to every question. The Annual Members' Meeting portion was also live broadcasted through the College's Facebook page for anyone who could not attend.

Memorandum of Understanding Reached with Alberta Veterinary Medical Association

This agreement comes as a result of a member-driving initiative to have specially trained TEMS members in the Calgary area provide emergency medical care to injured police service dogs.

The agreement was signed by both the College and the ABVMA in September 2018. It outlines the training required and the parameters under which treatment may be provided. Training is provided in conjunction with Calgary Police Services, Calgary TEMS team and AHS.

The required consultation with the ABVMA is very appreciated. We sincerely thank them for their involvement and willingness to work together to bring this about for the TEMS unit.

These types of initiatives driven by practitioners help enhance our profession within Alberta. We are happy that the College has been able to facilitate the tactical unit in the arrangement to permit the care of their canine members; and we look forward to working on expanding the program to other areas within the province.

Alberta Providers' Directory

The College continues the important work of reviewing the information provided to the Alberta Providers' Directory. This work has been partially funded by a grant, which was extended through to September 2019.

Video Support for Exam Writers

In the fall, the College released two new video resources.

Based on feedback from exam candidates, the College created two videos that provide an example of the format used for the PCP clinical exam. The format in the videos is the one followed in our newly redesigned PCP Provincial Registration Examination.

The videos are designed to help alleviate the unknown of the format of the exams, without giving away any of the content used during the exams. The videos can be viewed on our YouTube channel.

Privacy

In 2018 the College received five access requests. Of these, access was granted on three requests, no information was on file for one request and access was refused on the remaining request.

The College was also involved in one privacy incident. A receipt containing the name and mailing information of a regulated member was sent to wrong email address. The information disclosed did not pose significant risk and the member involved was contacted and advised of the error. The College also contacted the person who received the email and requested they delete it.

EXPENSES BREAKDOWN

Corporate admin and AMM

- AMM: project management, audio/video costs to live stream, food, venue, signage
- Legal: reviews of Bylaws, Standards, Code of Ethics; injunctions for use of protected titles, consultation on legal challenges, defence (limited now due to insurance coverage)
- HR: staff programs, training
- PAC: membership dues for all members (paid through this account)
- Alberta Federation dues/costs
- Four staff

Examinations

- Exam creation: content writers, psychometrician services
- Exam administration: scheduling, applicant coordination, special accommodations
- Exam delivery: copying/creation of exam books, venue, examiners, food, travel
- Three staff

Finance

- Banking fees: Credit card merchant fees, account fees
- Payroll processing
- Annual Audit
- Two staff

Conduct

- Complaints: acceptance of complaints, communication, interview with complainants
- Investigation: travel
- Hearings: scheduling, venue, tribunal member compensation
- Lawyers: reviews of cases, recommendations, attendance at hearings, decisions
- Four staff

Operations and IT

- Software: licenses and subscriptions
- Hardware: servers, computers, peripherals for 25 staff, video conferencing, network management
- Network: virus and malware security and backups
- Backup and storage: all electronic and paper records
- Telephone: in office VOIP, mobile phones and contracts
- Office management: lease costs, utilities, janitorial services, stationery, courier/postage, alarm
- Three staff

Registration and Competence

- Registration and renewals
- Creation of CC module
- Registration and Competence committees: honorarium, travel, accommodation, meals
- Three staff

Communications and Policy

- Website: maintenance, updates, certificates, domain
- Publications: Annual Report, e-newsletter/direct email subscription
- Licenses: design program, online survey platform
- Legal: review on new/revised policy
- Two staff

Program Evaluations and Standards

- Review of standards, work with schools
- Three staff

Council

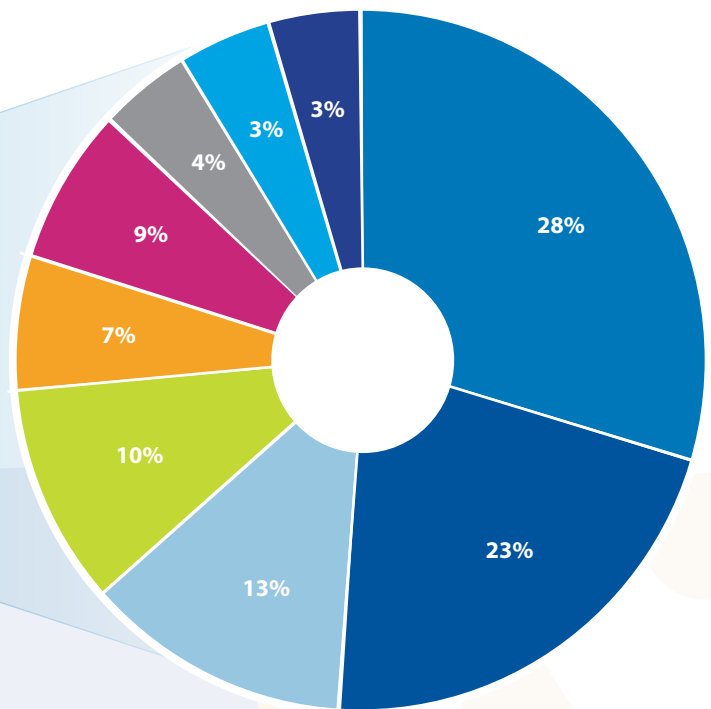
- Operating: meeting costs, honorarium, travel, accommodation, meals
- Strategic planning: facilitator, consultations, reporting
- External HR firm: hiring CEO, hiring Registrar
- Legal: HR consultation, contract creation/review, governance training, opinions on various matters

* FINANCIAL INFORMATION

2018

EXPENSES BY DEPARTMENT

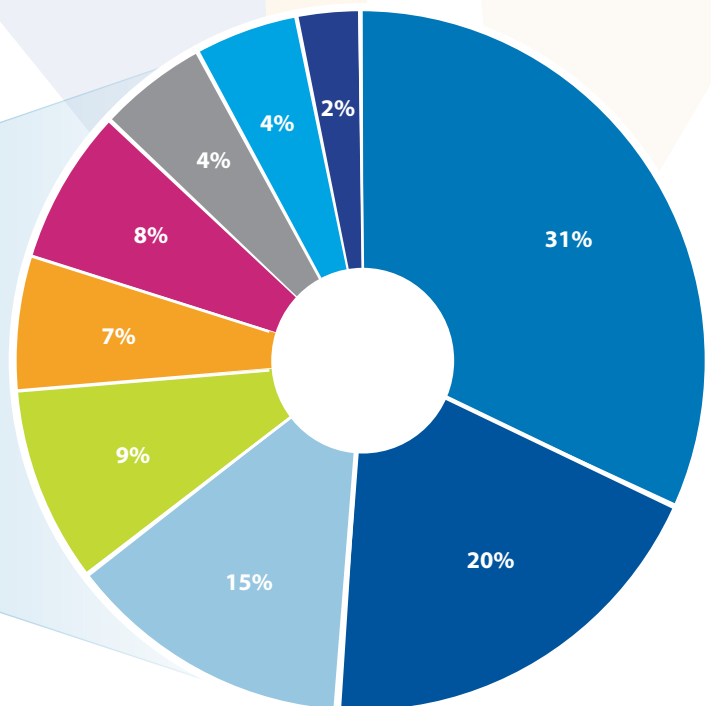
Corporate administration and AMM	28%
Examinations	23%
Finance	13%
Conduct	10%
Operations and IT	7%
Registration and Competence	9%
Communications	4%
Program Evaluations and Standards	3%
Council	3%



2017

EXPENSES BY DEPARTMENT

Corporate administration and AMM	31%
Examinations	20%
Finance	15%
Conduct	9%
Operations and IT	7%
Registration and Competence	8%
Communications	4%
Program Evaluations and Standards	4%
Council	2%



FINANCE UPDATE SUMMARY

In 2018, with a new team and a full year to implement changes, the College continued the work from 2017 of implementing new processes, procedures and promoting fiscal responsibility throughout the organization.

The goal for 2018 was to cut expenses without compromising the College's ability to serve and regulate the profession properly. All departments within the College put in significant effort to identify and implement costs savings where possible. These efforts can be seen in the current year financial results, as even with a decrease in revenues, the organization was able to generate a surplus.

The surplus achieved by the end of 2018 is an excellent example of the changes at the College; as the College has run a deficit for the previous two years. The surplus will be applied against the deficits and certainly puts the College on better footing going into 2019.

The decrease in revenues was due mainly to the impact of laddering on EMR exam enrollment; however, the College was able to decrease expenses to more than offset this loss of revenue. Another cost savings came as a result of the decision not to build a permanent building in Strathcona County.

While the College continues to hold a parcel of land in Strathcona County, the mortgage on this property has been paid out, using cash reserves. This has resulted in lower holding costs on the property while the College works to sell it.

We are very pleased with the efforts put in to reduce expenses and operate at a surplus in 2018, avoiding a deficit by a large margin, and turning around the College's three-year trend of operating at a deficit. With this return to a surplus, the College remains in a cash position where it has enough cash to cover all of the expected expenses for the coming year.



INDEPENDENT AUDITOR'S REPORT

To the Members of Alberta College of Paramedics

Opinion

We have audited the financial statements of Alberta College of Paramedics (the College), which comprise the statement of financial position as at December 31, 2018, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at December 31, 2018, and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. 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 those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of Alberta College of Paramedics, for the year ended December 31, 2017 were audited by another auditor who expressed an unqualified opinion on those statements on March 23, 2018.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards 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 generally accepted auditing standards, 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.

Edmonton, Alberta
March 21, 2019

K.B.H.
Chartered Accountants

ALBERTA COLLEGE OF PARAMEDICS


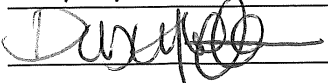
Statement of Financial Position

December 31, 2018

	2018	2017
ASSETS		
CURRENT		
Cash	\$ 4,052,664	\$ 5,570,059
Guaranteed investment certificates (Note 4)	432,370	-
Interest receivable	4,599	9,034
Prepaid expenses	270,912	136,596
	4,760,545	5,715,689
CAPITAL ASSETS (Note 5)	3,849,188	4,322,735
INTERNALLY RESTRICTED INVESTMENTS (Note 6)	650,000	2,953,384
GUARANTEED INVESTMENT CERTIFICATES (Note 4)	346,340	-
	\$ 9,606,073	\$ 12,991,808
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 206,422	\$ 327,394
Demand loan (Note 7)	-	2,166,688
Deferred income (Note 8)	3,392,581	4,626,075
	3,599,003	7,120,157
NET ASSETS		
Unrestricted	1,507,882	762,219
Capital assets	3,849,188	2,156,048
Internally restricted		
Professional conduct and legal fund (Note 9)	650,000	621,561
Building fund (Note 10)	-	2,331,823
	6,007,070	5,871,651
	\$ 9,606,073	\$ 12,991,808

COMMITMENT (Note 11)

ON BEHALF OF THE COUNCIL


 _____ Councillor

 _____ Councillor

ALBERTA COLLEGE OF PARAMEDICS
Statement of Revenues and Expenditures
Year Ended December 31, 2018

	2018	2017
REVENUES		
Registration fees	\$ 5,169,293	\$ 5,148,768
Examination fees	1,078,026	1,630,284
Professional conduct fees	6,325	5,875
Program evaluation	30,100	35,700
Interest	68,961	54,856
Grant income	-	14,275
Annual members meeting	29,660	-
	<u>6,382,365</u>	<u>6,889,758</u>
EXPENSES		
Corporate administration and annual members meeting	1,633,511	2,075,262
Examinations	1,346,523	1,385,294
Finance	740,188	1,018,074
Professional conduct	593,004	634,690
Information technology and telecommunications	400,018	449,338
Registration	503,908	436,967
Communications	250,198	287,079
Program evaluation	118,038	172,666
Council	162,688	154,355
Paramedic practice and standards	80,002	116,435
Continuing competency	28,868	115,881
	<u>5,856,946</u>	<u>6,846,041</u>
EXCESS OF REVENUES OVER EXPENSES FROM OPERATIONS	525,419	43,717
IMPAIRMENT OF CAPITAL ASSETS <i>(Note 12)</i>	<u>(390,000)</u>	<u>(1,014,216)</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<u>\$ 135,419</u>	<u>\$ (970,499)</u>

Statement of Changes in Net Assets
Year Ended December 31, 2018

	2017 Balance	Excess (deficiency) of revenues over expenses	Interfund transfers	2018 Balance
Unrestricted	\$ 762,219	\$ 736,488	\$ 9,175	\$ 1,507,882
Capital assets	2,156,048	(241,414)	1,934,554	3,849,188
Professional conduct and legal fund <i>(Note 9)</i>	621,561	7,963	20,476	650,000
Building <i>(Note 10)</i>	2,331,823	(367,618)	(1,964,205)	-
	<u>\$ 5,871,651</u>	<u>\$ 135,419</u>	<u>\$ -</u>	<u>\$ 6,007,070</u>

ALBERTA COLLEGE OF PARAMEDICS

Statement of Cash Flows

Year Ended December 31, 2018

	2018	2017
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	\$ 135,419	\$ (970,499)
Items not affecting cash:		
Impairment of capital assets	390,000	1,014,216
Amortization of capital assets	241,414	262,385
Loss on disposal of capital assets	2,123	691
Expiration of long term service contracts	-	20,220
	<u>768,956</u>	<u>327,013</u>
Changes in non-cash working capital:		
Accounts receivable	-	5,508
Interest receivable	4,435	4,567
Prepaid expenses	(134,316)	(36,076)
Deposits	-	12,731
Accounts payable and accrued liabilities	(120,971)	(13,568)
Deferred income	<u>(1,233,494)</u>	<u>(27,038)</u>
	<u>(1,484,346)</u>	<u>(53,876)</u>
Cash flow from (used by) operating activities	<u>(715,390)</u>	<u>273,137</u>
INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(159,989)	(483,957)
Net increase (decrease) of guaranteed investment certificates	<u>1,553,111</u>	<u>(20,955)</u>
Cash flow from (used by) investing activities	<u>1,393,122</u>	<u>(504,912)</u>
FINANCING ACTIVITY		
Repayment of demand loan	<u>(2,166,688)</u>	<u>(166,656)</u>
DECREASE IN CASH FLOW	<u>(1,488,956)</u>	<u>(398,431)</u>
Cash - beginning of year	<u>6,191,620</u>	<u>6,590,051</u>
CASH - END OF YEAR	<u>\$ 4,702,664</u>	<u>\$ 6,191,620</u>
CASH CONSISTS OF:		
Cash	\$ 4,052,664	\$ 5,570,059
Internally restricted cash	<u>650,000</u>	<u>621,561</u>
	<u>\$ 4,702,664</u>	<u>\$ 6,191,620</u>

ALBERTA COLLEGE OF PARAMEDICS
Notes to Financial Statements
Year Ended December 31, 2018

1. PURPOSE OF THE ORGANIZATION

Alberta College of Paramedics (the "College") has operated under the authority of the Health Professions Act of Alberta since September 15, 2016, and under the Health Disciplines Act of Alberta prior to that. The College is a not-for-profit organization, as described in Section 149(1)(i) of the Income Tax Act, and therefore is not subject to income taxes.

The objectives of the College are to regulate membership of emergency personnel and to promote their professional development.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFO).

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Financial instruments policy

Measurement

The College initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions. The College subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, guaranteed investment certificates and internally restricted investments. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

Transaction costs

The College recognizes its transaction costs in net income in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

Cash and cash equivalents

Cash includes cash and cash equivalents. Cash and cash equivalents consist of cash on hand, bank balances and highly liquid investments with maturities less than 3 months at date of acquisition.

Capital assets

Capital assets are stated at cost or deemed cost less accumulated amortization. Capital assets are amortized over their estimated useful lives on a declining balance basis at the following rates and methods:

Computer equipment	30%	declining balance method
Computer software	30%	declining balance method
Examination equipment	20%	declining balance method
Leasehold improvements	over lease term	straight-line method
Office furniture and equipment	20%	declining balance method

The college regularly reviews its capital assets to eliminate obsolete items. Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

Impairment of Long Lived Assets

The college tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds its fair value. Impairments are not reversed.

Revenue recognition

The college follows the deferral method for accounting for revenues.

Registration fees

Registration fees are recognized as revenue proportionately over the fiscal year to which they relate. The registration year coincides with the fiscal year of the college. Registration fees received in advance of the registration year to which they relate are recorded as deferred registration fees.

Services

Revenue from examinations, program evaluations, special projects and other sources are recognized when the services are rendered. Examination fees received in advance of the date of examination are held and recorded as deferred examination fees.

Interest income

Interest income is comprised of interest from cash and fixed income investments. Revenue is recognized on an accrual basis. Interest on fixed income investments is recognized over the terms of these investments using the effective interest method.

3. FINANCIAL INSTRUMENTS

The entity is exposed to various risks through its financial instruments. The following analysis provides information about the entity's risk exposure and concentration as of December 31, 2018.

Liquidity risk

Liquidity risk is the risk that the College will encounter difficulty in meeting obligations associated with financial liabilities. The College enters into transactions to purchase goods and services on credit, borrow funds from financial institutions and leases office equipment from various creditors for which repayment is required at various maturity dates. Liquidity risk is measured by reviewing the College's future net cash flows for the possibility of a negative net cash flow. The College manages the liquidity risk resulting from the accounts payable and operating leases through the preparation and monitoring of budgets and maintaining cash on hand.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the college manages exposure through its normal operating and financing activities. The college is exposed to interest rate risk primarily through its guaranteed investment certificates.

4. GUARANTEED INVESTMENT CERTIFICATES

The guaranteed investment certificates bear interest between 1.45% - 2.40% and mature between May 2019 and May 2020.

5. CAPITAL ASSETS

	Cost	Accumulated amortization	Impairment	2018	2017
Land and construction costs	\$ 4,554,217	\$ -	\$ 1,404,217	\$ 3,150,000	\$ 3,540,000
Computer equipment	522,469	345,268	-	177,201	171,071
Computer software	1,126,316	842,139	-	284,177	371,372
Examination equipment	278,190	77,302	-	200,888	180,016
Leasehold improvements	149,608	149,608	-	-	12,805
Office furniture and equipment	230,005	193,083	-	36,922	47,471
	\$ 6,860,805	\$ 1,607,400	\$ 1,404,217	\$ 3,849,188	\$ 4,322,735

Included in finance expense is amortization expense of \$241,414 (2017 - \$263,076). An impairment was recorded on land and construction costs of \$390,000 (2017 - \$1,014,216). See note 12 for details regarding the impairment of capital assets.

6. INTERNALLY RESTRICTED INVESTMENTS

Restricted investments are comprised of investments subject to internal restrictions and not available for use for current purposes.

All internally restricted funds are invested in guaranteed investment certificates or savings accounts until required for use. All restricted funds are held in savings accounts in the current year.

See notes 9 and 10 for descriptions of the funds internally restricted by the college.

	2018	2017
Professional conduct and legal fund - savings account	\$ 650,000	\$ 621,561
Building fund - guaranteed investment certificates	-	2,331,823
	\$ 650,000	\$ 2,953,384

7. DEMAND LOAN

The college had a demand loan which was fully repaid in the year using restricted building funds. Included in finance expense is interest on the demand loan of \$59,788 (2017 - \$78,243)

8. DEFERRED REVENUE

	2018	2017
Deferred registration fees	\$ 3,259,856	\$ 4,350,150
Deferred examination fees	122,000	265,200
Deferred grant contributions	10,725	10,725
	\$ 3,392,581	\$ 4,626,075

9. PROFESSIONAL CONDUCT AND LEGAL FUND

The Professional Conduct and Legal Fund was established to provide a reserve should the College experience higher than normal conduct complaints. The fund would be used to cover investigation, legal and settlement costs in excess of the College's budgeted amount. In 2018 the council approved transfers of \$20,476 (2017 - \$nil) from the unrestricted fund to this fund.

10. BUILDING FUND

The Building Fund was been established to allocate funds for the College for the future purchase or to build an office building to use in daily operations. The college is no longer pursuing this project. As such, in 2018, the council approved the transfer of \$1,964,205 (2017 - \$nil) to the unrestricted fund and subsequently to the capital asset fund to pay out the demand loan.

11. COMMITMENT

The college has a long term lease with respect to its premises. The lease provides for payment of utilities, property taxes and maintenance costs. This lease agreement expires on January 31, 2020. Future minimum lease payments as at December 31, 2018, are as follows:

2019	\$ 176,270
2020	14,689
	\$ 190,959

12. IMPAIRMENT OF ASSET

In the prior year, a parcel of land was determined to be no longer required for future use by the College and was listed for sale. Based on market conditions in the prior year, the College assessed an impairment in the value of the land and wrote off related pre-construction costs of the building. In the current year, the college determined based on land values of similar land parcels that the land was further impaired and thus recognized additional impairment on the value of the land.

13. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

Our Vision

Achieve excellence in the governance and advancement of the profession of paramedics in service to the health and wellness of Albertans.

Our Mission

The Alberta College of Paramedics governs EMRs, PCPs and ACPs to ensure competent, safe and ethical patient centered care.

Our Values

While maintaining and enforcing a Code of Ethics, the College leaders and staff commit to upholding the following values: Respect, Integrity, Fairness, Accountability and Professionalism.