

2019 ANNUAL REPORT

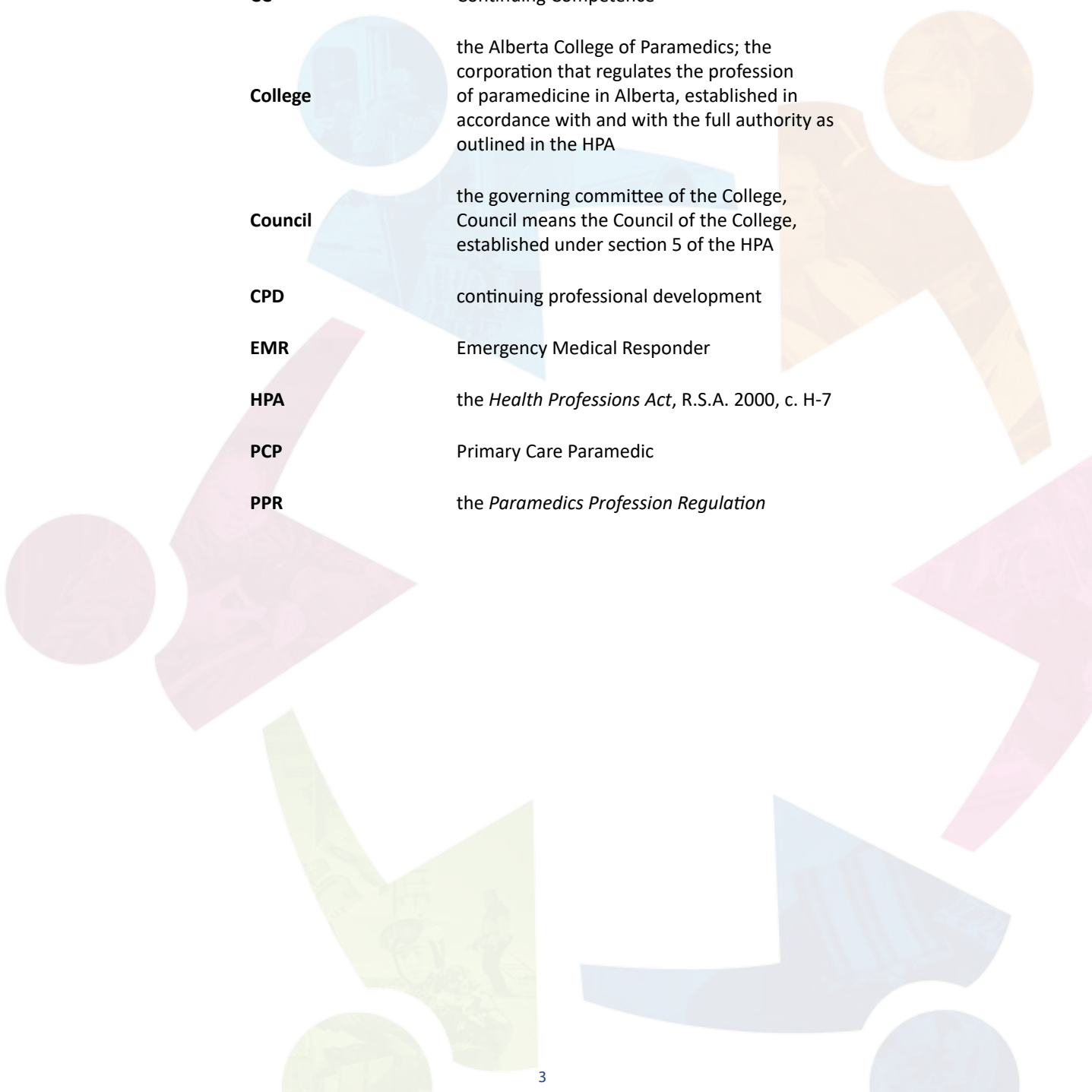
stronger together



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DEFINITIONS



ACP	Advance 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	the <i>Health Professions Act</i> , R.S.A. 2000, c. H-7
PCP	Primary Care Paramedic
PPR	the <i>Paramedics Profession Regulation</i>

PRESIDENT'S REPORT A MOMENT OF GRATITUDE

As I reflect on my time on Council, and specifically this last year, the place I keep coming back to is gratitude.

I am extremely grateful for the success of this past year and for every single direct and indirect contribution to it. I am grateful for specific things big and small; for example, the finalization of the Council Charter that replaced the Council Governance Policies and wraps up so comprehensively yet succinctly Council roles, responsibilities and accountability. I am grateful for the 35% of members that participated in the 2019 Members' Survey and for the work that led to more than 60% of those members surveyed who now believe that the service coming from the College is either good, very good or excellent.

I am grateful for this year's condensed membership year and the smooth transition to the new renewal timing that better aligns with the needs of our members. I am grateful that we have the mechanisms in place to assess and respond to the needs of our members.

I am grateful for the finalization of our new strategic plan and the process to achieve it, which taught us a lot about each other and ourselves. I am appreciative of a Council and leadership team that is committed to using our pillars of Collaborative Governance, Trusting Relationships, Regulatory and Operational Performance, and Public and Profession Focus as the strong foundation that guide our decisions in serving the public interest and supporting our members and profession.

I am grateful for the opportunity to be part of national regulatory and association organizations, and for our colleagues across the country dedicated to enhancing regulatory performance and advocating for and advancing the profession.

I am grateful for my colleagues on Council who heed the advice of Albert Einstein by seeking first to understand what the problem is and examining the intricacies of the problem before jumping to solutions. I am grateful for the safe place they create to deliberate and their commitment to systems thinking and leadership. I am grateful for the College leadership and administration teams that work capably and tirelessly in service to this province and our profession.

I am grateful for the privilege of self-regulation, and to all of our members who are out day and night, in every hub and corner of our province and every function of the profession for their commitment, dedication and exemplary service to Albertans, and, to each other.

Last, I am grateful for my family, my daughter and newborn son, as well as my spouse who is an integrated PCP and supports me as I carry out the important work of being Council President. I am grateful to live in a country and province where I can be Council President and a mother at the same time, and for the team and the profession that helps make that possible.

All that said, I am grateful for the opportunity to present this Annual Report, approved by Council, as a summary of the activities of the College's community for the membership year of 2019.



Dusty Schlitter
President

I am grateful for the privilege of self-regulation, and to all of our members who are out day and night, in every hub and corner of our province and every function of the profession for their commitment, dedication and exemplary service to Albertans, and, to each other.

Dusty Schlitter

PUBLIC MEMBERS' REPORT

As public members, we are volunteers appointed by the government through an Order in Council, to assist the Alberta College of Paramedics in carrying out their mandate to regulate 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 the 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 on Council. While we have diverse educational and professional expertise, we share a background in health, education and governance activities. Our current terms expire in March 2020. Lisa Jensen, a former public member, resigned this past summer due to the increasing demands of family, work and academic life. We valued her contributions to the Council and wish her the best.

A significant accomplishment in the past year was the development of a strategic plan for the College. The planning process reflected many of the positive aspects of the College; seeking a wide range of information, diverse opinions and working collaboratively to reach a consensus. This is more than a static plan. It is a direction that can respond effectively to a rapidly changing environment. We truly appreciate and actively support 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 also 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 the Council president, Dusty Schlitter, who brings several years of experience on Council to this position along with an abiding passion for the professional role of paramedics and the well-being of all Albertans. Thank you to Wendy Dugas for her leadership and 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 Annual Members' Meeting 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 2019/2020.

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 well-being of Albertans.

Public Appointed Members:
Lynda Cherry
Dr. Harriet Johnston

We truly appreciate and actively support Council's commitment to effective processes and procedures, and focus on good governance. We support and applaud the focus on transparency, communications, accountability, professionalism and stewardship of resources.

Lynda Cherry & Dr. Harriet Johnston

CHIEF EXECUTIVE OFFICER'S REPORT

2019 has been a busy and exciting year for the College. A big accomplishment was the change to the renewal cycle. After feedback from many members that December was an already busy and stressful time of the year, renewal was changed to August 1 – September 30. Member feedback has been positive, and from an administrative standpoint it was one of the smoothest renewals for the College yet.

Members also shared the desire to bring back member cards, and we are pleased to have made this possible in the recent renewal cycle.

In 2019, the College also announced a new pro-rated fee schedule. This allows new and reinstating members to pay a pro-rated fee based on the time their practice permit is issued, instead of the full year fee. The College has been considering feedback related to fees for several years and believes this new fee structure will positively impact new members of the profession and those who are reinstating.

Council and administration worked collaboratively over the past nine months on creating a strategic plan that will be our roadmap for the next few years. The plan is based on four pillars that are the founding principles of the strategic direction. This is not a traditional three-year plan, but a plan that will be evaluated on an annual basis and adjusted when needed. We believe this is more adaptive and nimble, and allows the College to be more responsive to developments requiring change.

In May 2019, the College held the third Annual Members' Meeting (AMM) in Edmonton. Presentations included updates on the College's activities, financial position and information sessions on the College's Code of Ethics and Continuing Competence program. The College is planning some exciting changes for the AMM in 2020, with the goal of improving cost efficiencies, and ensuring access and participation for members across the province.

In May, our biennial member survey was conducted and received an exceptional 35% response rate from members. We take member input and feedback seriously, as we continue to do our work to ensure members are able to provide the best care possible to Albertans.

In 2020, the College will be moving to a new home in south Edmonton. This move is in response to our current lease expiring and a desire to rent less space with a smarter layout to keep our costs and footprint as low as possible.

I look forward to the New Year and the opportunity to keep engaging with all of you.



Wendy Dugas
Chief Executive Officer

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Wendy Dugas

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.

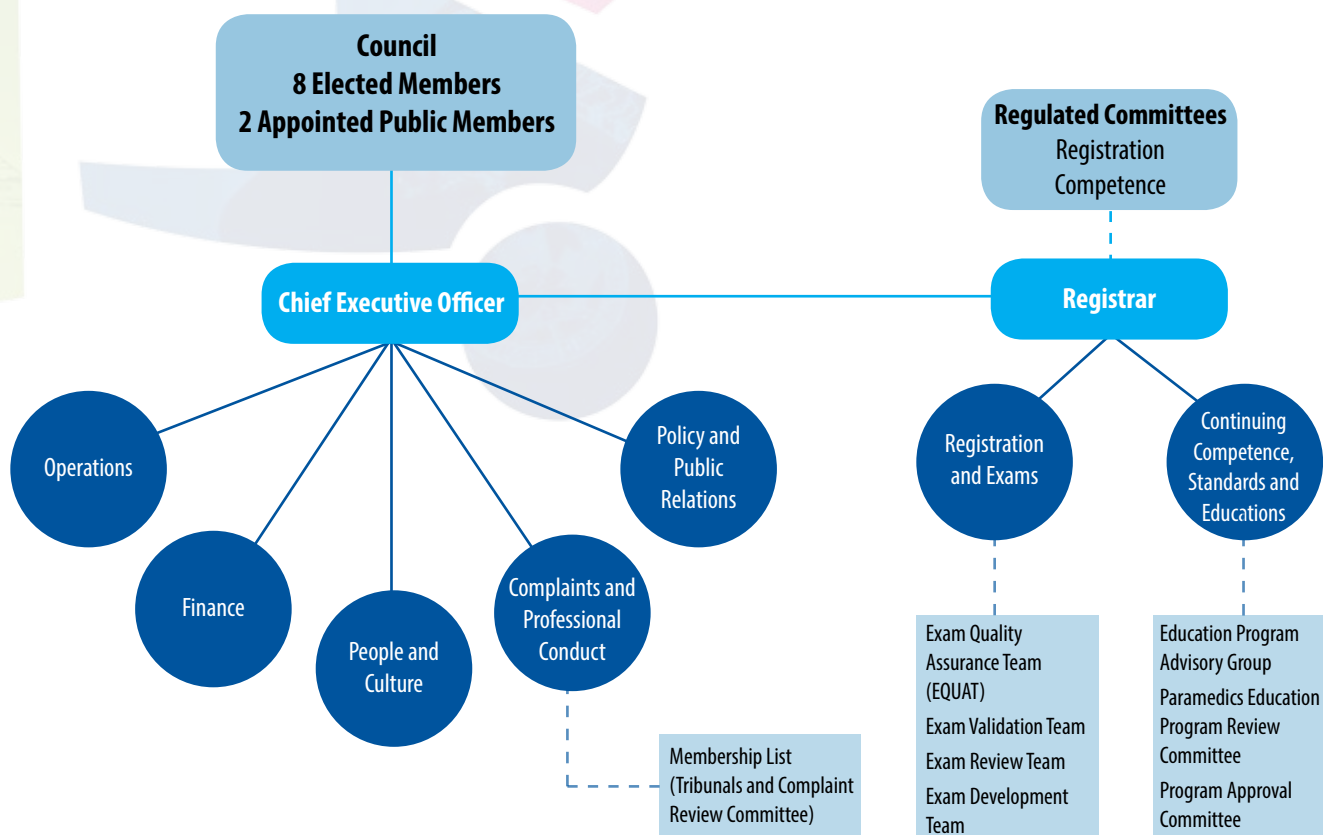
Paramedicine's essential role

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.



Alberta College of Paramedics Organizational Chart (At September 30, 2019)



COLLEGE'S NEW STRATEGY

THE BEST PARAMEDICS
CREATING HEALTHY, SAFE COMMUNITIES.

HONEST

COMPETENT

FORWARD-LOOKING

RESPECTFUL

Collaborative Governance

Council, staff and committees work together to achieve the mandate of the College

Work from a framework of transparency, responsiveness and accountability

Continue to build the solid foundation for impartial, reasonable decision-making

Increase engagement in and acceptance of the role and work of the College

Trusting Relationships

To continue strengthening stakeholder relationships

Develop more collaborative partnerships

Demonstrate credibility to members, stakeholders and staff

Build strong organizational trust

Regulatory and Operational Performance

Strictly adhere to legislative framework, striving for regulatory excellence

Implement best practice for regulatory compliance

Seek out opportunities to improve and not be satisfied with status quo

Commit to sustainable business practices with a commitment to fiscally responsible decisions

Public and Profession Focus

Recognize that public safety and the public interest is our core mandate

Recognize that public and profession interests often align

Recognize that supported, healthy members are best capable of serving the public

Advocate for profession when interests of public and profession align

Regulating the paramedic profession together in the service of Albertans.

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.

COUNCIL

President: Dusty Schlitter, EMR

Vice President Governance: Melissa Manion, ACP

Vice President Finance and Risk Management:
Tim Moen, ACP

Regulated Council Members:

Luke Flowers, ACP

Travis Lanoway, ACP

Adam Swendsen, ACP

Ian Burgess, PCP (*term ended September 2019*)

Pete Helfrich, ACP (*term ended August 2019*)

Lance Sheppard, PCP (*resigned January 2019*)

Public Appointed Members:

Lynda Cherry

Dr. Harriet Johnston

Lisa Jensen (*resigned April 2019*)

There were three, three-year term positions open this year for new elected members to Council. The election was uncontested. Two incumbents and one new member were elected to Council at the close of nominations.

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 approved these revised Bylaws in February 2019 for immediate implementation.

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

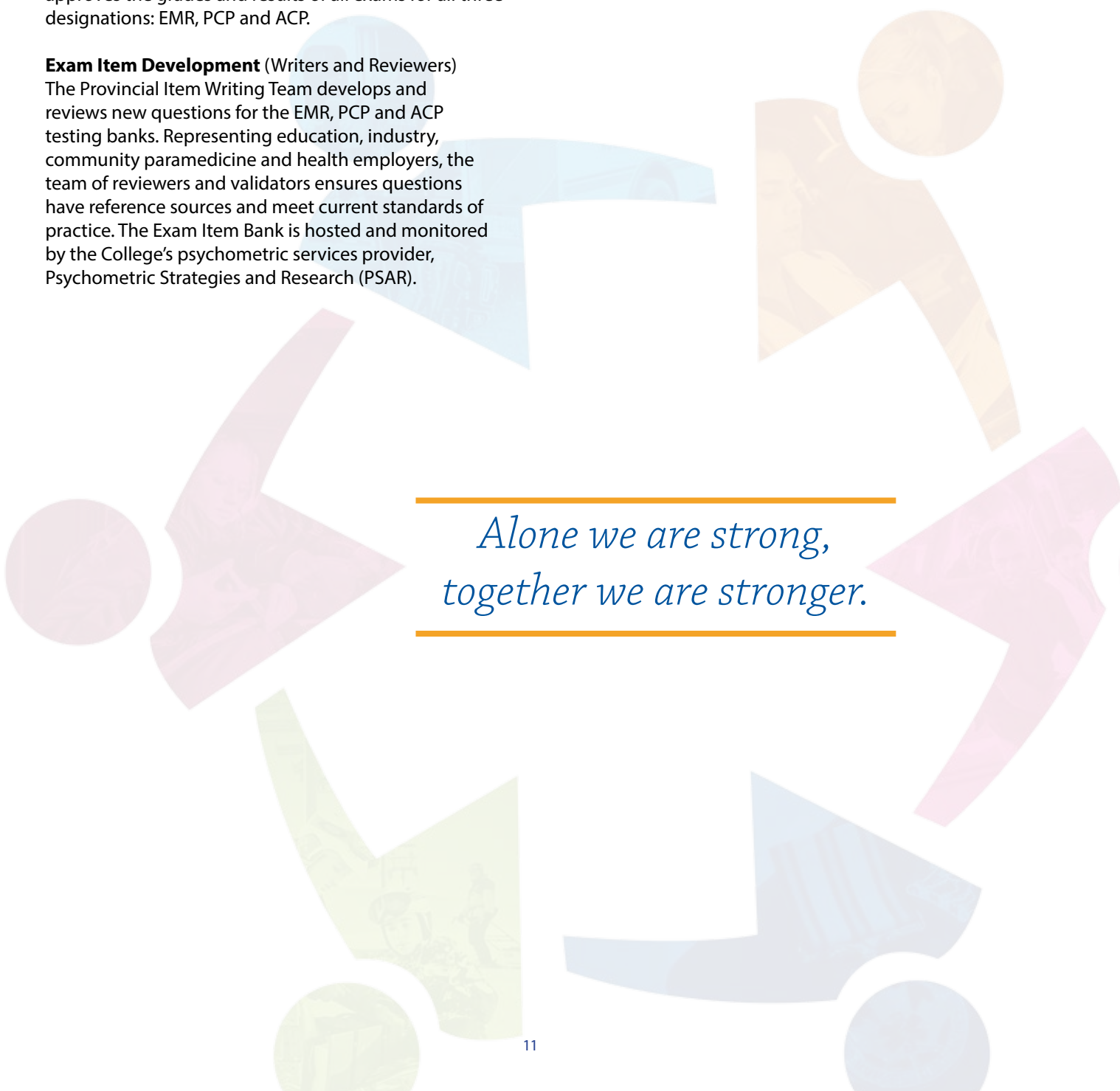
The Exam Quality Assurance Team (EQAT) ensures the continuous improvement of exam content and delivery, validation and quality control.

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).



*Alone we are strong,
together we are stronger.*

REGULATORY

REGISTRAR'S REPORT

The past nine months has been flurry of activity with our main focus being on working on our relationships with our national partners and stakeholders; as well as our partners in education. We are pleased to resume our relationship with the Canadian Organization of Paramedic Regulators (COPR), specifically for their work in streamlining labour mobility processes. These applicants have faced unique challenges in the past and the work we are involved in with COPR will see significant improvements for applicants.

As we look to our education partners, we are excited to be once again working together to ensure paramedics are educated and trained to meet a growing need in our communities. Many needs of our patients in rural settings require a stronger focus on ensuring healthcare providers can provide the right care in the right setting, which the paramedic profession is capable of delivering.

Regulatory Changes

Membership year change

The 2019 membership year was a shortened one to accommodate the change in timing to the College's annual renewal process. The College issued permits for January 1 – September 30, 2019 and conducted the 2019/2020 Renewal between August 1 and September 30. Also new to the renewal process was a change in the deadline on the last day of the renewal period. Under the College's new Bylaws, approved and in effect as of February 2019, renewal applications and all payments must be made by 4 pm on September 30. The College found this to be extremely advantageous and resulted in staff being able to provide full support up to the absolute last minute possible. This change was messaged well and resulted in very few members being assessed a late fee for renewing between 4 pm and 11:59 pm on September 30.

Continuing Competence

The College has undergone significant research and redevelopment of the Continuing Competence program over the last several years. October 1, 2019 marks the first full year of our new program, which requires members to self-assess their competency and meet credit requirements in continuing education, while still permitting credits to be earned in a self-directed stream. The College also continues to roll out the record audit program, wherein member records for competence activities are reviewed to ensure compliance and that members are adhering to a commitment to ongoing learning and development.

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 2019.
- 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.

Standards of Practice

In response to Bill 21, An Act to Protect Patients, the College completed the review of government feedback and made minor changes before the Standard of Practice: Sexual Abuse and Sexual Misconduct involving a Patient was approved by Council. The Standard was effective April 1, 2019.

The College also developed a new framework for the Standards of Practice in 2019. This framework provides the College with a new structure to redevelop the Standards in a manner that is less principle based and provide much more direction and guidance to members in their practice.

The new Standards are in development and the College will release the first redrafted Standard for consultation in 2020.

We continue to focus on our relationships with stakeholders in the meeting of our new mandate of regulating the profession together in the service of Albertans.

Tim Ford

Code of Ethics

A complete review of the Code of Ethics was completed in 2019 to address gaps that have been identified throughout the first two years since proclamation under the *Health Professions Act*.

These changes were submitted to the Minister for review. Following a review of expected feedback from government and other stakeholders in healthcare, Council will approve a new Code of Ethics for the profession in late 2019.

Copies of the currently adopted Standards of Practice and Code of Ethics can be found on our website: ABparamedics.com.

We continue to focus on our relationships with stakeholders in the meeting of our new mandate of regulating the profession together in the service of Albertans.



Tim A Ford
Registrar

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).

For the purposes of our reporting, the total number of applications received are those that were completed applications.

For the 2019 year, the College was transitioning the timing of the annual member renewal process, and as such, this report reflects nine-months of reporting. The 2017 and 2018 numbers reflect a 12-month reporting period.

Number of total completed applications received for registration

1,245

New graduates from approved programs

(including those who have graduated from a new designation)

1,085

Applicants through other routes

Labour Mobility

101

Substantial Equivalency

59

Applicant returning to practice

(previously inactive/cancelled and reinstated)

20

Number of registration reviews conducted

0

Total new registrants

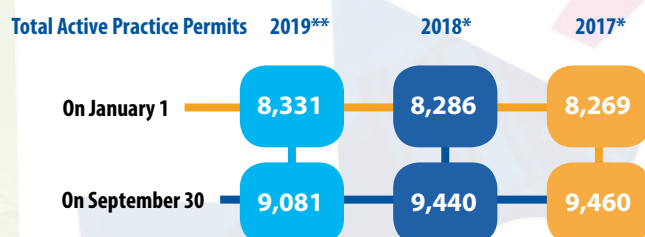
1,090*

*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).

Number and types of regulated members

On January 1, 2019, 8,331 regulated members had completed renewal on time and held an active practice permit for the 2019 membership year.

On January 1, 2019 the College suspended 1,109 members for non-renewal. By February 13, 2019, 305 of the suspended members had successfully reactivated their practice permit for the 2019 year. The remaining 739 members were cancelled.

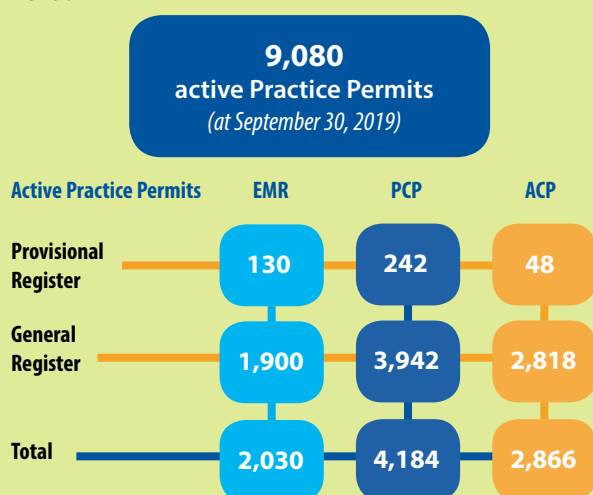


* 2017 and 2018 reflect a 12-month reporting period of January 1 - December 31

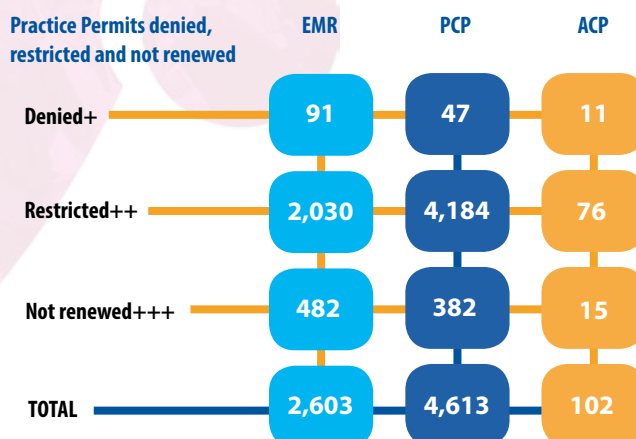
** 2019 Reflects a nine-month reporting period of January 1 - September 30

Members who held an active practice permit through to the end of September 30, 2019

In total, there were 9,080 total Practice Permits that were active through to the end of September 30, 2019.



Members whose practice permits were denied, restricted or not renewed in the 2019 year



+ includes refused and those who were approved but failed to complete the payment portion within the allowable time frame

++ all EMR and PCP have conditions on their permits, and some ACP do as well

+++ includes those who declared non-renewal and those who were suspended

Practitioners who were registered with the College in 2019 but do not hold an active practice permit

Unregulated Members

Alumni	17
Honorary	1
Inactive	0
Other	0
TOTAL	18

Courtesy Register

Average length on courtesy register	NA
Most common reason	NA
TOTAL	0

Registration reviews by Council in 2019

Reviews by Council

Number of Reviews	0
Reasons/circumstances for request to review(s)	NA
Outcomes of review(s)	NA

APPROVED TRAINING EDUCATION PROGRAMS

We are pleased to report that the College has re-established our working group of educators with the goal of reviewing and updating the education program approval standards and updating the entry-to-practice competencies for paramedic program graduates.

We recognize the importance of continually enhancing our education programs and ensuring paramedics can deliver the quality care Albertans rely on. As the government works toward scope expansion for many healthcare professions, we acknowledge our place in this evolving environment and look forward to meeting the demands of Albertans.

One such avenue that the profession continues to be committed to is developing a pathway to a degree program in paramedicine. We remain committed to finding an appropriate pathway for Alberta's educators and current practitioners, as well as one that will support the future growth for the profession in the province. We appreciate the passion and investment of our educators to move this forward and we are working with our education stakeholders to make sure we do this the right way for Alberta practitioners.

All approved education 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.

Examination Reviews and Changes

In 2019, the College reviewed and updated several elements of the examinations at the three designations recognized by the College. The EMR bank of questions (for the written component) was updated to include adding references to the National Occupational Competency Profile. The primary care paramedic clinical examination assessments and skills were also reviewed. The last piece that was reviewed in 2019 was the advanced care paramedic examination to ensure currency of practice and consistency within the scenarios used in the clinical component of the exam.

Examinations Delivered in 2019

The numbers of exams delivered in the 2019 year were:

	EMR	PCP	ACP
Written	262	246	106
Practical	309	282	111

These numbers reflect the total number of exams delivered. They include all first, second and third attempts; and should not be used to determine the number of students who took the provincial registration examinations with the College.

CONTINUING COMPETENCE PROGRAM

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

Requirement for 2019

In 2019 due to the shortened year, members were only required to successfully complete a Professional Responsibilities in Paramedicine course offered online through MacEwan University. The course focused on the history of the profession, the implementation of the *Health Professions Act* and discussed elements of professional conduct, such as adherence to the Standards of Practice and the Code of Ethics. There were no other credit requirements of regulated members, as the course sufficiently met the requirement for a nine-month cycle.

Program Description and Changes

The College continued to fine-tune the CC program during the 2019 year and on October 1 rolled out the following program rules:

1. Members fulfill continuing competence credit requirements by completing Continuing Professional Development (CPD). CPD activities are divided into two credit categories:
 - (i) Continuing Education
 - (ii) Self-directed activities
2. The continuing competence cycle follows the membership year from October 1 to September 30. Regulated members must fulfill a minimum of 60 credits, 30 of which must be fulfilled by continuing education to be eligible to renew their practice permit.

Exceptions:

 - (i) Provisionally registered members entering the profession do not have credit requirements.
 - (ii) Credit requirements will be adjusted by 10 credits depending on the month in which the member was placed on the general register. For example, a member initially registered on the general register in December or January is required to fulfill 40 credits by the end of the year (eight months remaining in the annual cycle).
3. Members are able to fulfill both credit categories with only Continuing Education; however, self-directed activities cannot fulfill both credit categories.
4. Continuing Education activities are assigned credits.
5. Self-directed activities awarded credits based on each assigned hour equaling one credit with a maximum of 30 credits per activity.
6. Continuing competence credits exceeding the minimum 60 credits in one cycle cannot be carried over to the following continuing competence cycle.
7. The same or similar continuing professional development activity cannot be claimed more than once for credits per CC cycle. For example, claiming a BLS certification course and a CPR-C certification course during the same registration period is not permitted.
8. Credits cannot be claimed for activities that are subsequent of another completed activity. For example, instructing certification courses; the instructor (re)certification course is claimed as an activity, teaching the course cannot be.
9. Credits cannot be claimed for practice hours. This includes hours on-call as they are considered part of regular employment responsibilities/expectations, patient contacts, instructing certification courses and teaching.
10. In the event that the minimum credit requirements are not fulfilled before practice permit renewal, eligibility for practice permit renewal will be denied until credit requirements are met and may result in suspension or cancellation of the practice permit.
11. All regulated members, regardless of practice setting or employment status, are required to participate in the CC program to maintain registration.
12. Members on a leave of absence may be eligible for a credit adjustment for the time in which they are unable to practice.
13. Members on a leave of absence will be required to complete any required learning/mandatory activities, but will have their credit requirements adjusted.

14. Members are required to participate in the CC record audit as part of the CC program.

15. In the event that audit requirements are not fulfilled before practice permit renewal, eligibility for practice permit renewal will be denied until the requirements are met, and may result in the suspension or cancellation of the practice permit.

CC Record Audits

Beginning in January 2019, the College began conducting audits on regulated members' CC records. The 2019 audits reviewed the previous 2017/2018 CC cycle. Regulated members were randomly selected and were required to provide all documentation for the 2017/2018 CC credits recorded on their profile.

For the inaugural year, 236 members were randomly selected to participate in the record audit.

Almost 70% of members (161) submitted their documentation on time. Only 11% (26) submitted their documents late. Three members were deferred to the 2020 record audit due to extreme personal circumstances.

Almost 20% (46) were found non-compliant for not submitting any documentation by the deadline. These members were given a direction to submit by May 10 or be suspended.

Of those who submitted documentation, 214 members have been reviewed with 185 members having successfully completed the process. Of those members who were initially successful, the key trend was that they kept accurate records in their portal and they submitted complete documentation on time.

A remaining 28 are in non-compliance with the CC program and still have requirements to complete.

Program Activities

In 2019, the Competence committee reviewed 235 members. 109 regulated members had eligibility conditions placed on their practice permits in 2019 and 38 regulated member had an active direction on their practice permit by the close of the 2019 membership year on September 30.

Outcomes of Review by Competence Committee

One member was reviewed (outside of the audit) to defer completion of the MacEwan course due to a traumatic injury. He was granted an extension to complete the required competency by November 22, 2019; however, the member completed the course before September 30.

As of September 30, 2019

- 200 members met CC record audit requirements
- 1 member decided to cancel practice permit (mid year)
- 32 members in non-compliance (suspended)

As of October 23, 2019 (in addition to September 30th numbers)

- 4 members met CC audit requirements and renewed late, (-4 members in non-compliance)
- 1 member who was non-compliant completed declaration of non-renewal

Practice Visits

The College has not yet implemented practice visits.



COMPLAINTS AND DISCIPLINE

For the 2019 year, the College was transitioning the timing of the annual member renewal process, and as such, this report reflects nine-months of reporting. The 2017 and 2018 numbers reflect a 12-month reporting period.

COMPLAINTS RECEIVED

	2019	2018	2017
New Complaints	65	68	80
Complaints carried over from previous years	31	45	28
Complaints closed	66	75	63
Complaints still open	30	38	45

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

ORIGIN OF COMPLAINTS

Complaints Received	2019	2018	2017
Public (includes patient, family member, regulated member, other)	21	23	16
Employer	42	44	40
Complaints Director	2	1	21

DISPOSITION OF COMPLAINTS

Unprofessional Conduct	2019	2018
In progress	30	33
Referred to hearing	0	7
Dismissed	3	8
No Further Action (Employer reporting)	43	19
Withdrawn	0	0
Resolved	5	14
Section 118	2	1

HEARINGS AND APPEALS

Summary	2019	2018	2017
Number of public hearings held	1*	7	10
Number of closed hearings held	0	0	0
Number of appeals	0	0	1
Number of members dealt with under Section 118*	1	1 (from the 2017 files)	1

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

Hearing Outcomes

	2019	2018
Reprimand, costs, psychologist	0	1
Reprimand, costs, psychologist, course	0	1
Reprimand, fines and/or costs, course	0	2
Reprimand, suspension, fine and costs	0	1
Reprimand and cancellation, fine and costs	0	1
Reprimand, courses, fitness to practice required (by physician)	0	1
TOTAL	0	7

Summary of reviews and appeals of decisions 2019

Total requests for review of dismissal	0
--	---

Appeals of Hearing Tribunal Decisions 2019

Total requests for appeals of Hearing Tribunal decisions	0
--	---

ALTERNATIVE COMPLAINT RESOLUTION

In 2019, 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.

OTHER ACTIVITIES

Biennial Member Survey

Two years ago, the College recommitted to providing members with a regular avenue to provide feedback to the College on elements related to the College's communication and information distribution, regulatory processes and activities, member services planning, customer service and overall impression and satisfaction. In 2019, the College conducted the second biennial member survey. The survey was sent to all members and the overall response rate was 34.5%.

From the quantitative and qualitative questions, there was an across-the board positive shift in results when compared to the data gleaned in 2017. Much of these shifts are due to the significant strides the College has made to improve communication, transparency and trust among members over the two years.

Among some of our most significant improvements:

- Members who feel they are adequately informed of regulatory processes almost doubled (68% agree they are adequately informed, up from 35% in 2017)
- More than 50% of members now agree that the College provides adequate information compared to just under 30% in 2017
- 89% and 88% respectively say there is nothing we can do to improve the direct emails and the newsletter *The Pulse*
- 70% of members now rate the level of service provided by College staff as good to excellent (up from 53.5% in 2017)

Foundational College Policies

As the College continues to evaluate processes and structures post HPA proclamation, we continue to also update and develop sound policies to detail how we carryout core functions. In September 2019, the College released a new set of registration policies and a set of finance policies to provide clarity on these critical aspects of our members' engagement and responsibilities to the College.

Annual Members' Meeting

In 2019, the College held the third Annual Members' Meeting. For the second year the College partnered with Alberta Health Services EMS to offer members with the chance to gather, and learn more about the activities of the College and the direction of the profession in Alberta. In addition, this year the College also partnered with AHS EMS, the EMS Foundation and the Alberta EMS Awards Committee to provide a full two-day celebration of the paramedic profession.

The Annual Members' Meeting portion was also live broadcasted through the College's Facebook page for anyone who could not attend.

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.

2019 FINANCE SUMMARY

The 2019 financials represent a shortened (nine month) fiscal year for the College. This shortened year was a transition in timing to align the College's fiscal year with the membership year (October 1 – September 30). The alignment of this timing ensures the College is better able to budget based on known membership dues revenue and facilitates a more fiscally responsible planning cycle for the College's activities. Going forward the College will report on financials with an October 1 – September 30 fiscal year.

In 2019 the College was able to continue the trend from the prior year and finish the year with an excess of revenue over expenses from operations. However, in working with auditors and additional subject matter experts, a valuation on the land the College still holds in Sherwood Park, Alberta did require an additional write down. It was determined that the value of the land should be written down in the current year, which led to a net deficiency of revenues over expenses in the year. The good news is that the write down is only an accounting loss and does not affect the cash position of the College. The College remains in a fair financial position and is committed to continue to operate in a fiscally responsible manner going forward. The College will continue to pursue the best available price for the land, and if a sale is made at a higher rate than it is currently recorded at, any gains will be recorded in the year of sale.

The upcoming year at the College will bring a number of changes, including an office location move. However, a near breakeven budget is still projected despite the additional anticipated moving expenses. In the recent few years, the College has made significant strides in improving all aspects of fiscal responsibility and aim to maintain this going forward by working to continue to meet or exceed a breakeven budget in subsequent years to come.

Expenses breakdown

Corporate admin and AMM

- AMM: project management, audio/video costs to live stream, food, venue, signage
- HR: staff programs, training , benefits
- PAC: membership dues for all members
- Finance: banking, and annual audit
- Office management: property tax, rent, utilities, repairs and maintenance stationery, courier/postage, alarm
- Insurance
- Seven 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
- Merchant fees on exam revenue
- Three staff

Registration

- Registration and renewals
- Merchant fees on registration revenue
- Registration committees: honorarium, travel, accommodation, meals
- Four staff

IT and telecommunications

- 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
- One staff

Professional 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

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

Paramedics Practice and Continuing Competence

- Competence committees: honorarium, travel, accommodation, meals
- Module Development
- Two staff

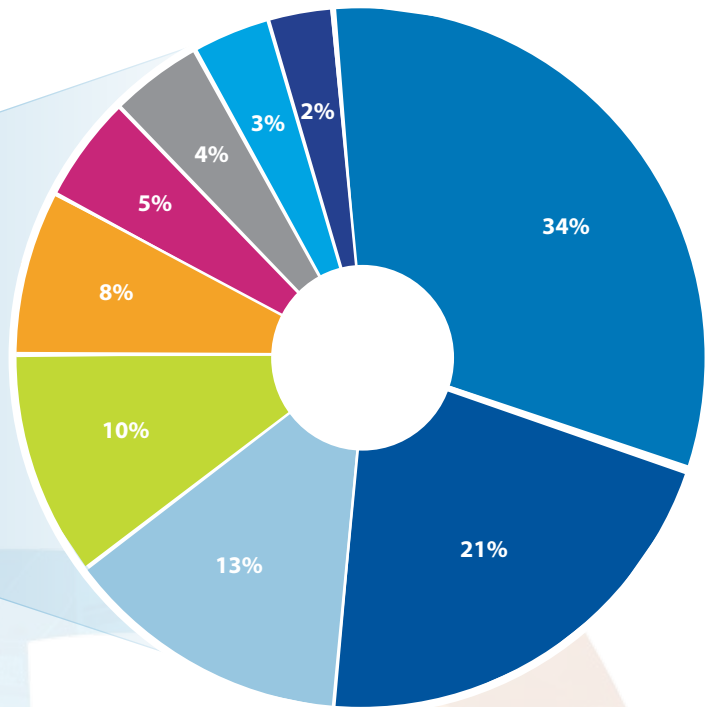
Education and Program Approval

- Review of standards, work with schools
- One staff

Council

- Operating: meeting costs, honorarium, travel, accommodation, meals
- Strategic planning: facilitator, consultations, reporting
- Governance Training

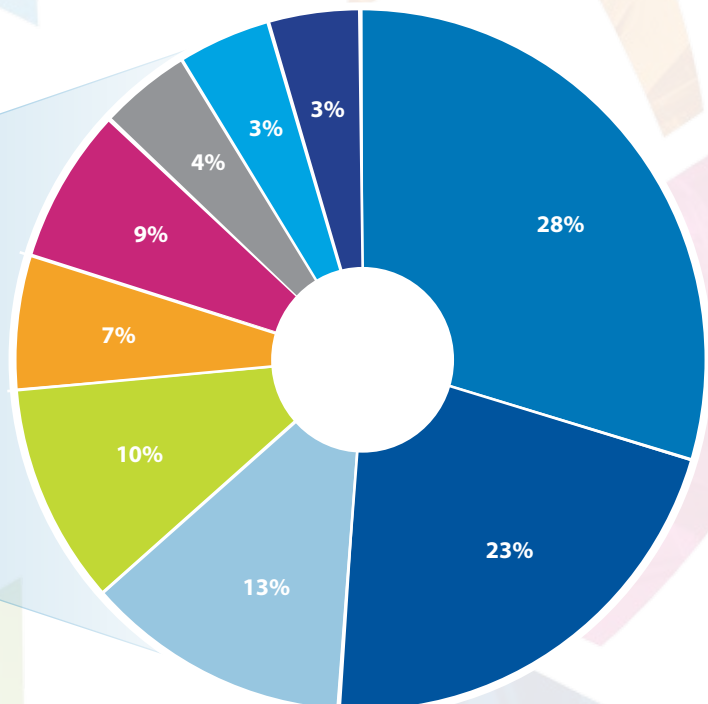
2019



EXPENSES BY DEPARTMENT

Corporate administration and AMM	34%
Examinations	21%
Registration	13%
IT and telecommunications	10%
Professional conduct	8%
Public relations and policy	5%
Paramedic practice and continuing competency	4%
Education and program approval	3%
Council	2%

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%



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 September 30, 2019, and the statements of revenues and expenditures, changes in net assets and cash flows for the period 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 September 30, 2019, and the results of its operations and its cash flows for the period 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.

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.

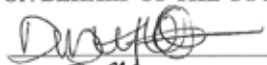

Edmonton, Alberta
November 28, 2019

KBH
Chartered Accountants

ALBERTA COLLEGE OF PARAMEDICS
Statement of Financial Position
September 30, 2019

	2019 <i>September 30</i>	2018 <i>December 31</i>
ASSETS		
CURRENT		
Cash	\$ 5,976,824	\$ 4,052,664
Guaranteed investment certificate (Note 4)	353,468	436,970
Prepaid expenses	237,080	270,912
	<u>6,567,372</u>	<u>4,760,546</u>
CAPITAL ASSETS (Note 5)	3,511,744	3,849,188
INTERNALLY RESTRICTED INVESTMENTS (Note 6)	650,000	650,000
GUARANTEED INVESTMENT CERTIFICATE (Note 4)	<u>-</u>	<u>346,340</u>
	<u>\$ 10,729,116</u>	<u>\$ 9,606,074</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 264,672	\$ 206,423
Deferred income (Note 7)	<u>4,536,925</u>	<u>3,392,581</u>
	<u>4,801,597</u>	<u>3,599,004</u>
NET ASSETS		
Unrestricted fund	1,765,775	1,507,882
Capital asset fund	3,511,744	3,849,188
Internally restricted		
Professional conduct and legal fund (Note 8)	<u>650,000</u>	<u>650,000</u>
	<u>5,927,519</u>	<u>6,007,070</u>
	<u>\$ 10,729,116</u>	<u>\$ 9,606,074</u>
COMMITMENT (Note 9)		

ON BEHALF OF THE COUNCIL

 Councillor
 Councillor

ALBERTA COLLEGE OF PARAMEDICS
Statement of Revenues and Expenditures
Period Ended September 30, 2019

	2019 (9 months)	2018 (12 months)
REVENUES		
Registration fees	\$ 3,690,448	\$ 5,169,293
Examination fees	570,275	1,078,026
Professional conduct fees	11,050	6,325
Program approvals	16,275	30,100
Interest	50,980	68,961
Grant, sponsorship and annual members meeting	14,225	29,660
	<u>4,353,253</u>	<u>6,382,365</u>
EXPENSES		
Corporate administration and annual general meeting	1,434,707	2,141,700
Examinations	883,265	1,396,013
Registration	521,802	503,908
Information technology and telecommunications	413,862	582,526
Professional conduct	324,672	593,004
Public relations and policy	195,149	250,198
Paramedic practice and continuing competency	182,486	108,871
Education and program approval	119,361	118,038
Council	97,500	162,688
	<u>4,172,804</u>	<u>5,856,946</u>
EXCESS OF REVENUES OVER EXPENSES FROM OPERATIONS	180,449	525,419
IMPAIRMENT OF CAPITAL ASSETS (Note 10)	(260,000)	(390,000)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (79,551)	\$ 135,419

ALBERTA COLLEGE OF PARAMEDICS
Statement of Changes in Net Assets
Period Ended September 30, 2019

	2018 Balance December 31	Excess (deficiency) of revenues over expenses (9 months)	Interfund transfers	2019 Balance September 30
Unrestricted fund	\$ 1,507,882	\$ 327,653	\$ (69,760)	\$ 1,765,775
Capital asset fund	3,849,188	(407,204)	69,760	3,511,744
Professional conduct and legal fund (Note 8)	650,000	-	-	650,000
	<u>\$ 6,007,070</u>	<u>\$ (79,551)</u>	<u>\$ -</u>	<u>\$ 5,927,519</u>

ALBERTA COLLEGE OF PARAMEDICS

Statement of Cash Flows

Period Ended September 30, 2019

	2019 <i>(9 months)</i>	2018 <i>(12 months)</i>
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	\$ (79,551)	\$ 135,419
Items not affecting cash:		
Impairment of capital assets	260,000	390,000
Amortization of capital assets	147,204	241,414
Loss on disposal of capital assets	-	2,123
	<u>327,653</u>	<u>768,956</u>
Changes in non-cash working capital:		
Prepaid expenses	33,832	(134,316)
Accounts payable and accrued liabilities	58,250	(120,971)
Deferred income	1,144,344	(1,233,494)
	<u>1,236,426</u>	<u>(1,488,781)</u>
Cash flow from (used by) operating activities	<u>1,564,079</u>	<u>(719,825)</u>
INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(69,761)	(159,989)
Proceeds on maturation of guaranteed investment certificates	429,842	1,557,546
Cash flow from investing activities	<u>360,081</u>	<u>1,397,557</u>
FINANCING ACTIVITY		
Repayment of demand loan	-	(2,166,688)
INCREASE (DECREASE) IN CASH FLOW	<u>1,924,160</u>	<u>(1,488,956)</u>
Cash - beginning of period	<u>4,702,664</u>	<u>6,191,620</u>
CASH - END OF PERIOD	<u>\$ 6,626,824</u>	<u>\$ 4,702,664</u>
CASH CONSISTS OF:		
Cash	\$ 5,976,824	\$ 4,052,664
Internally restricted cash	<u>650,000</u>	<u>650,000</u>
	<u>\$ 6,626,824</u>	<u>\$ 4,702,664</u>

ALBERTA COLLEGE OF PARAMEDICS

Notes to Financial Statements

Period Ended September 30, 2019

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)(l) 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 (ASNFPO).

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. In particular, valuation of the land and construction costs held by the College is subject to management estimation. 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

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 certificate 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.

(continues)

ALBERTA COLLEGE OF PARAMEDICS

Notes to Financial Statements

Period Ended September 30, 2019

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

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.

ALBERTA COLLEGE OF PARAMEDICS

Notes to Financial Statements

Period Ended September 30, 2019

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 September 30, 2019.

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.

4. GUARANTEED INVESTMENT CERTIFICATE

The guaranteed investment certificate includes accrued interest, bears interest at 2.40% and matures May 2020.

5. CAPITAL ASSETS

	Cost	Accumulated amortization	Impairment	2019	2018
Land and construction costs	\$ 4,554,217	\$ -	\$ 1,664,217	\$ 2,890,000	\$ 3,150,000
Computer equipment	541,880	387,322	-	154,558	177,200
Computer software	1,173,328	911,367	-	261,961	284,177
Examination equipment	279,526	107,535	-	171,991	200,888
Leasehold improvements	149,608	149,608	-	-	-
Office furniture and equipment	232,007	198,771	-	33,236	36,923
	\$ 6,930,566	\$ 1,754,603	\$ 1,664,217	\$ 3,511,746	\$ 3,849,188

Impairment was recorded on land and construction costs of \$260,000 (2018 - \$390,000). See note 10 for details regarding the impairment of capital assets.

Amortization on capital assets for the period was as follows:

	2019 (9 months)	2018 (12 months)
Amortization included in corporate administration and finance	\$ 5,688	\$ 9,415
Amortization included in examinations	30,233	49,490
Amortization included in information technology and telecommunications	111,283	182,509
	\$ 147,204	\$ 241,414

ALBERTA COLLEGE OF PARAMEDICS
Notes to Financial Statements
Period Ended September 30, 2019

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 savings accounts until required for use.

See note 8 for a description of the funds internally restricted by the college.

7. DEFERRED REVENUE

	2019	2018
Deferred registration fees	\$ 4,303,950	\$ 3,259,856
Deferred examination fees	227,550	122,000
Deferred grant contributions	-	10,725
Deferred program approval	5,425	-
	<u>\$ 4,536,925</u>	<u>\$ 3,392,581</u>

8. 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 2019 the council approved transfers of \$nil (2018 - \$20,476) from the unrestricted fund to this fund.

9. COMMITMENT

The college has two long term leases with respect to its premises. Both leases provide for payment of utilities, property taxes and maintenance costs. The first lease agreement expires on January 31, 2020. The second lease agreement expires on January 31, 2030. Future minimum lease payments as at September 30, 2019, are as follows:

2020	\$ 210,466
2021	206,379
2022	211,846
2023	213,213
2024	217,313
Thereafter	<u>1,202,741</u>
	<u>\$ 2,261,958</u>

10. IMPAIRMENT OF ASSET

In 2017, 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.

11. COMPARATIVE FIGURES

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

stronger together



