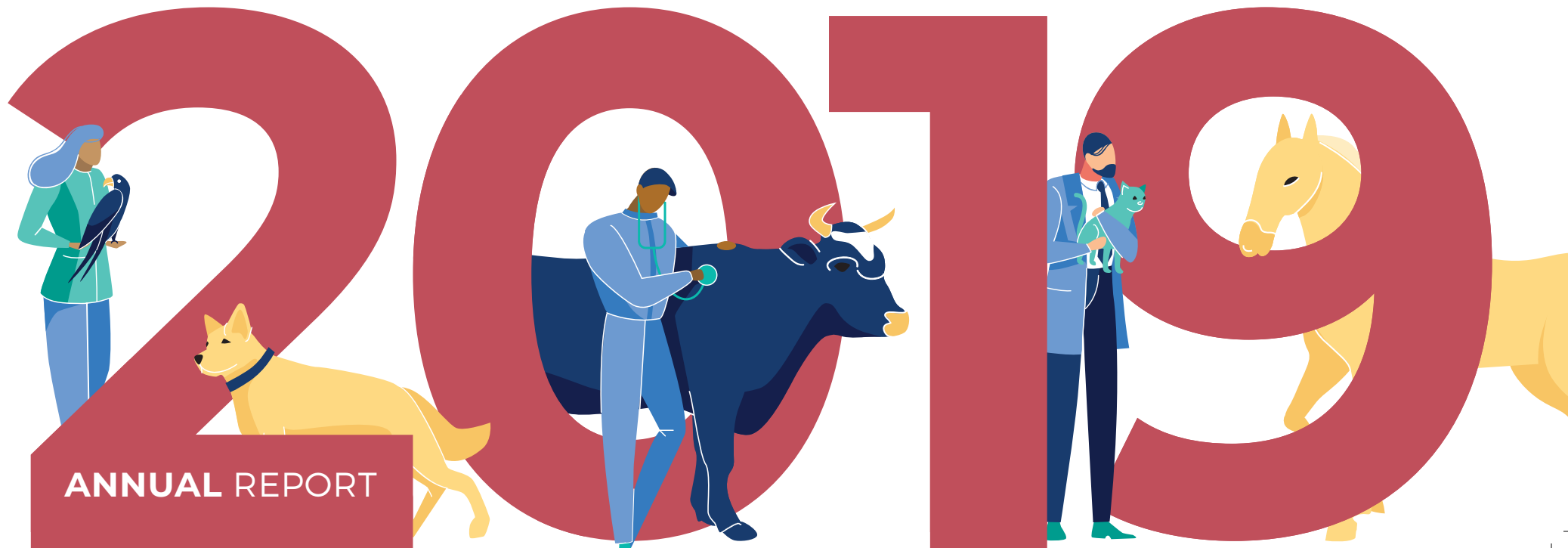




THE COLLEGE OF  
VETERINARIANS  
OF ONTARIO

## INSTILLING PUBLIC CONFIDENCE IN VETERINARY REGULATION



ANNUAL REPORT

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# WELCOME

**We are the College of Veterinarians of Ontario and we seek to understand the risks involved in the practice of veterinary medicine. We collaborate with our partners to reduce the potential for harm to animals and to people. Welcome to our 2019 Annual Report where we share our priorities and our progress.**



THE COLLEGE OF  
VETERINARIANS  
OF ONTARIO

# WHAT WE DO

**WE SET** the requirements for becoming a licensed veterinarian in Ontario.

---

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

---

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

---

**WE RESPOND** to your concerns about the conduct of veterinarians.

---

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



# VETERINARY MEDICINE IN ONTARIO



**5,000+**  
VETERINARIANS



**2,300+**  
VETERINARY FACILITIES

# LEADERSHIP MESSAGE

## ANNUAL REPORT 2019

Veterinary medicine and profession-based regulation are in a sea of change – not new and not bad but certainly disruptive of a traditional mindset. Regularly changing veterinary practice business models; an ever-increasing need and utilization of the skills of veterinary technicians; rising public expectations for accessibility of veterinary care; calls for assurance that the decisions of regulators are made with the public, not the profession's, interests in mind; and the overarching demand for accountability for the continuing privilege of society's trust are but a few on a lengthy list of meaningful observations – and pressure to perform. At the CVO, Council's leadership is constantly attentive to this shifting environment and intentionally sets its mind to excellence in its role.

**Promoting vigilance in good governance practices** is key to the College's success. Strong orientation programs, ongoing Councillor education on governance policies, and a 'heads up' approach to understanding the regulatory environment at the

provincial, national and international level bring consistency and depth to our work.

**Creating an unwavering focus on risk** in the practice of veterinary medicine in the province provides a platform for right-minded decision-making in the public interest. It fosters an understanding of underlying problems and promotes attention to strategies that mitigate and reduce real or potential harm. Understanding current and emerging risk ensures an evidence-informed approach to our work.

**Assuring our capacity for strategic influence** is built on a stable operational foundation. Our finances are strong; our regulatory programs are well-established and evolving; and our performance measurement tools solidly demonstrate our strengths and our areas for continued improvement.

**Nurturing strong stakeholder relationships** is essential to our success. Our work with associations

and academic and industry leaders promotes a collaborative path to the future with relevant decisions. An engaged public and veterinary community are central to achieving our mandate.

As the College Council embarks on setting its next strategic framework for 2023, our data and our breadth of collaborative discussion keep our "True North" clear.



**Dr. Patty Lechten**  
*President*



**Jan Robinson**  
*Registrar and CEO*

# STRATEGY 2020

## YEAR 3 ACCOMPLISHMENTS

### ADVANCE PUBLIC VOICE IN REGULATORY POLICY

- |   |   |
|---|---|
| • Convene public advisory panel meetings and report on discussions                  | ✓ |
| • Utilize 2018 public opinion survey data   | ✓ |
| • Implement strategies to increase public newsletter readership                     | ✓ |
| • Broaden content in the public newsletter to include One Health and animal welfare | ✓ |
| • Explore options to engage more voices in public consultations                     | ✓ |

### PROMOTE PROFESSIONALISM AND SELF-REGULATION IN THE PRACTICE OF VETERINARY MEDICINE

- |  |   |
|--|---|
| • Build culture around professionalism   | ✓ |
| • Engage Council in strategic risk discussions to identify policy focus  | ✓ |
| • Resolve alignment with veterinary own use accounts   | ✓ |
| • Align industry incentives with professionalism principles  | ✓ |
| • Launch the enhanced Peer Review of Medical Records program and link to outcomes-based regulation                 | ✓ |
| • Study data from outcomes-based remediation that demonstrates remedial undertakings make a difference to practice | ✓ |
| • Champion and coordinate the development of a national competencies framework for veterinary medicine in Canada   | ✓ |
| • Complete the pilot of the Peer Advisory Conversation prior to launch in 2020                                     | ✓ |
| • Complete the draft accreditation model standards for the pilot phase in 2020                                     | ✓ |

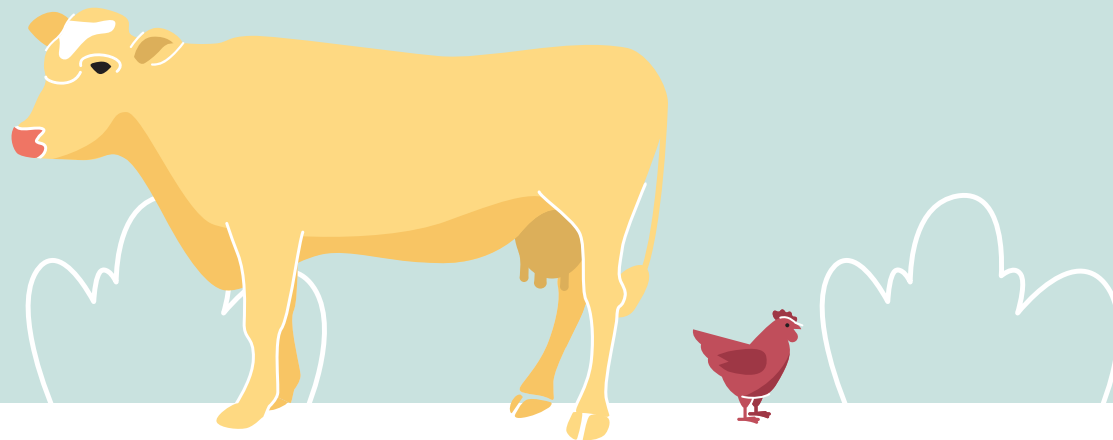


**STRATEGY 2020** continued...

<b>ACHIEVE COMMITMENT TO THE LEGISLATIVE REFORM OF THE VETERINARIANS ACT</b>	
• Present remaining changes to the Veterinarians Act to the provincial government by the fall of 2019	✓
• Begin work on the regulations	✓
• Support government interest in the modernization of the Veterinarians Act	✓

<b>ENSURE AGILITY IN PUBLIC ACCESS TO VETERINARY MEDICINE</b>	
• Convene the Practice Advisory Panel meetings and report on progress	✓
• Host the Future of Veterinary Medicine Symposium in November 2019 which will support Council's strategic planning	✓
• Continue discussion on telemedicine, including the use of artificial intelligence and evolving technologies	✓

<b>CHAMPION ONE HEALTH INITIATIVES THROUGH VETERINARY LEADERSHIP</b>	
• Refresh the College's position on pain management	✓
• Continue collaboration on antimicrobial stewardship	✓
• Promote stewardship programs in all areas of practice	✓
• Develop public education on complementary and alternative medicine	✓
• Monitor policy initiatives related to the provincial animal welfare agenda	✓



# FOCUS



## RISK

The College is committed to managing the risks associated with the delivery of veterinary medicine. When a risk is identified, the College takes action to reduce the potential for harm to animals and to the public.

- Strategic risk discussions with Council
- Public policy
- Discipline hearings
- Facility accreditation inspections



## PROFESSIONALISM

Being a professional has meaning in society. It indicates a veterinarian has undertaken training and education to hold specialized knowledge and skills. The College supports veterinarians in meeting public expectations and earning their trust.

- Peer Advisory Conversation
- New accreditation standards
- Coordination of national competencies framework
- Undertakings with a remediation component



## PUBLIC VOICE

The College seeks opportunities for public involvement in its mandate. This includes engaging with the public and the profession through a variety of communication tools.

- Public advisory panel
- Public newsletter
- Public consultations



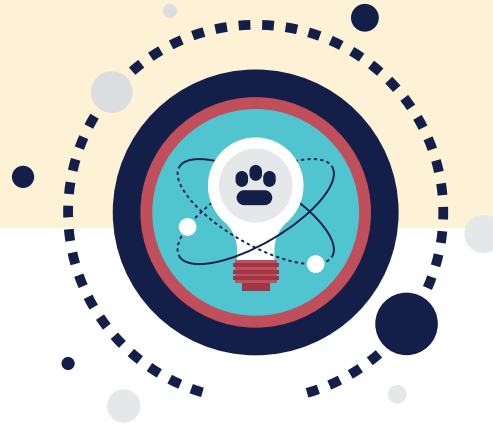
**FOCUS** continued...



## LEGISLATIVE REFORM

The College is working with the Ontario government to modernize and improve the Veterinarians Act.

- Developing regulations to support a revised Veterinarians Act
- Proposing recommendations for Council composition and selection



## INNOVATION & TECHNOLOGY

The College is engaged in broad dialogue on the changing components of veterinary practice and the delivery of safe veterinary medicine. The impact of changing technology on treatment and on the delivery of veterinary medicine is at the forefront of Council's policy deliberations.

- Telemedicine
- Artificial intelligence
- Future of veterinary medicine symposium

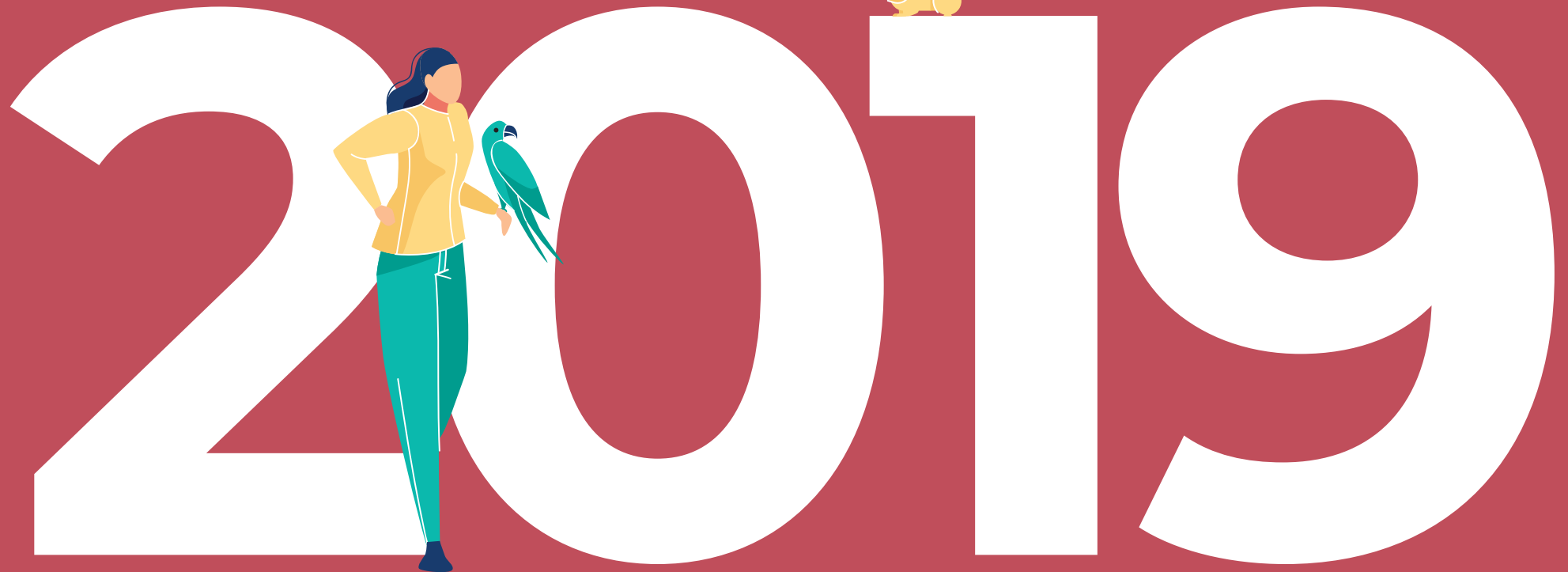


## PUBLIC HEALTH

The College supports veterinary initiatives which promote public and animal health and welfare. Physicians, ecologists and veterinarians all share the responsibility of managing and controlling threats to public health.

- Policy development on humane animal handling and restraint and on pain management
- Antimicrobial stewardship program education
- Monitoring provincial animal welfare agenda

# YEAR AT A GLANCE



## 2019 AT A GLANCE LICENSURE



**5013 LICENCES**  
ISSUED TO  
VETERINARIANS  
IN ONTARIO  
(61% FEMALE / 39% MALE)



**1108 LICENCES**  
ISSUED TO  
VETERINARIANS  
EDUCATED OUTSIDE  
OF CANADA AND THE  
UNITED STATES



**301 CERTIFIED  
SPECIALISTS**



**276 SUCCESSFUL  
NEW APPLICATIONS**  
FROM VETERINARIANS WANTING  
TO WORK IN ONTARIO



**WHERE  
VETERINARIANS WORK**  
**3857 LICENSED VETERINARIANS WORK  
IN PRIVATE PRACTICE IN ONTARIO**  
**229** work in education / **290** work  
in government at either municipal,  
provincial or federal level /  
**637** are inactive or work in another  
area of veterinary medicine



**129 VETERINARIANS  
RESIGNED**  
**3% RATE OF ATTRITION**

**LICENCE TYPES:**  
**4833** general licences / **101** restricted /  
**18** academic / **13** educational /  
**14** public service / **44** postgraduate and resident



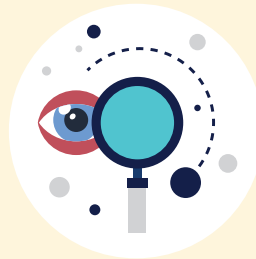
## 2019 AT A GLANCE

# INVESTIGATIONS & RESOLUTIONS

### COMPLAINTS COMMITTEE



**202 COMPLAINTS**  
INVOLVING 258 VETERINARIANS



**7 CASES** REFERRED TO THE  
**DISCIPLINE COMMITTEE**



**148 CASES** WHERE THE  
COMPLAINTS COMMITTEE HAD  
**NO CONCERNS**



**79 VETERINARIANS**  
RECEIVED WRITTEN OR VERBAL ADVICE  
OR COMPLETED AN UNDERTAKING BY  
THE COMPLAINTS COMMITTEE

### **APPEALS OF COMPLAINTS COMMITTEE DECISIONS**

**12** new appeals / **2** appeals withdrawn prior to  
HPARB\* review / **10** appealed cases confirmed /  
**2** appealed cases returned / **3** appealed cases  
dismissed by HPARB (frivolous & vexatious)

\*Health Professions Appeal and Review Board

**2019 AT A GLANCE** INVESTIGATIONS & RESOLUTIONS continued...

**DISCIPLINE COMMITTEE**



22 DAYS OF  
**DISCIPLINE  
COMMITTEE  
HEARINGS**

**6 APPEALS OF DISCIPLINE  
COMMITTEE DECISIONS**

4 appealed to Divisional Court /  
1 dismissed by all Courts / 1 dismissed  
by Divisional and Appeal Courts



**11 CASES**

**INVOLVING 13 VETERINARIANS HEARD  
BY THE DISCIPLINE COMMITTEE**  
7 reached agreement / 4 were contested /  
2 adjourned sine die

**EXECUTIVE COMMITTEE**



**8 REGISTRAR'S  
INVESTIGATIONS**



12 CLAIMS OF  
**UNAUTHORIZED  
PRACTICE**  
INVESTIGATED

**4 NOTICES OF INTENTION**

BY THE EXECUTIVE COMMITTEE TO  
APPOINT A BOARD OF INQUIRY



**44 LETTERS OF ADVICE  
OR CAUTION / 4 REMEDIAL  
UNDERTAKINGS**

BY THE EXECUTIVE COMMITTEE



## 2019 AT A GLANCE

# QUALITY PRACTICE



24 VETERINARIANS PARTICIPATED  
IN THE FINAL PHASE OF THE  
**PEER ADVISORY  
CONVERSATION  
PILOT PROJECT**

VETERINARIANS LOGGED  
AN AVERAGE OF **111 HOURS** OF  
**CONTINUING  
PROFESSIONAL  
DEVELOPMENT**  
IN 2018



1840 INQUIRIES ANSWERED  
THROUGH THE COLLEGE'S  
**PRACTICE ADVISORY  
SERVICE**



**TOP 3 INQUIRIES**  
FROM VETERINARIANS AND VETERINARY STAFF:  
DISPENSING MEDICATION; MEDICAL RECORDS;  
VETERINARIAN-CLIENT-PATIENT RELATIONSHIP

**TOP 3 INQUIRIES**  
FROM THE PUBLIC:  
REFERRED ELSEWHERE;  
PRESCRIBING MEDICATION;  
DISPENSING MEDICATION



## 2019 AT A GLANCE

# FACILITY ACCREDITATION



2371 VETERINARY FACILITIES  
**ACCREDITED**



431 VETERINARY FACILITIES  
**INSPECTED**

**38 REQUESTS FOR EXEMPTIONS**  
TO THE MINIMUM STANDARDS FOR VETERINARY  
FACILITIES IN ONTARIO. DEFICIENCIES WERE  
NOTED IN 85% OF FACILITIES INSPECTED.



## 2019 AT A GLANCE

# CONSULTATIONS



**SIX POLICY TOPICS**  
SHARED FOR CONSULTATION



**120+ IDEAS,**  
FEEDBACK SUBMITTED  
DURING POLICY  
CONSULTATIONS



**176 DAYS OF**  
**CONSULTATION**  
WITH THE PUBLIC AND  
THE PROFESSION

2019 AT A GLANCE

# PROFESSIONAL CORPORATIONS



124 NEW  
**PROFESSIONAL CORPORATIONS**

1534 ACTIVE  
PROFESSIONAL CORPORATIONS



2019 AT A GLANCE

# COMMUNICATIONS



175,000 VISITS  
**TO CVO.ORG**



137,000 ONLINE VISITS TO THE COLLEGE'S **PUBLIC REGISTER** THROUGH THE FIND A VETERINARIAN SEARCH FEATURE



2800 VIEWS AND LISTENS TO THE COLLEGE'S **VIDEOS & PODCASTS**



950 SUBSCRIBERS TO THE COLLEGE'S **PUBLIC NEWSLETTER**



# PROGRAM HIGHLIGHTS

## LICENSURE

**CVO Jurisprudence Exam:** Veterinarians need to have current knowledge and understanding of jurisprudence for the delivery of effective, lawful, safe and ethical veterinary practice. That is demonstrated through successful completion of the CVO Jurisprudence Exam. An updated exam was launched in the fall of 2018. The exam has 105 questions and takes three hours to complete.

**Internationally Educated Veterinarians Project:** The College undertook a research project to better understand the supports that internationally educated veterinarians need to transition into practice in Ontario. A final report was submitted to the Ontario government, who provided funding for the project. Council directed the Registration Committee to analyze the report to determine future action.


## REGISTRATION COMMITTEE

**Deidentifying Information:** The Registration Committee has removed identifying information from licence application documents. This change enhances fairness and reduces potential bias.

**Alternative Pathways:** The Registration Committee has granted general licences to two applicants that are graduates of an unaccredited school who have completed the Program for the Assessment of Veterinary Education Equivalence (PAVE). The PAVE program is a multi-step licensure pathway comprised of two multiple choice exams and requires completion of a clinical year at an accredited veterinary school.

**Applications:** The Registration Committee reviewed 200 applications for licensure which included 121 graduands.

**Licensure Requirements Updated:** Questions relating to academic and licensing examination misconduct have been added to the licence application form. Applicants are asked to declare if allegations of misconduct had been made or if they had been suspended, expelled or penalized for misconduct by a post-secondary institution or an organization that conducts examinations.



Veterinarians need to have current knowledge and understanding of jurisprudence for the delivery of effective, lawful, safe and ethical veterinary practice.

## PROGRAM HIGHLIGHTS continued...

### QUALITY PRACTICE

**Peer Advisory Conversation:** Phase Four of the PAC pilot was completed. Overall, conversation participants spoke positively about the supportive nature of the conversation and that the conversation was voluntary and confidential. The conversation will be launched in 2020.

**Peer Review of Medical Records:** In spring 2019, the Peer Review of Medical Records program became a mandatory component of the College's Quality Assurance Program with oversight by the Quality Assurance Committee. Changes to the PRMR process include revised selection criteria, measures for determining a successful assessment, and re-evaluation of records for practices that do not achieve a successful result in their assessment.

**Learning Modules:** Two new online learning modules were added this year. Foundations for Medical Record Keeping: Food Producing Animal, Equine and Poultry presents a series of self-study modules to assist veterinarians and team members in understanding the medical record keeping requirements. As well, The Elephant in the Room: Money Talk with Clients supports veterinarians in effectively communicating about the costs of veterinary care and financial issues.

### ACCREDITATION

**New Facility Accreditation Standards:** Council approved the draft standards for the new facility accreditation inspection model, which uses an outcomes-based approach and reflects the scope of services provided at the veterinary facility. The review of the standards will continue through a pilot project in 2020.

**Accreditation Inspection Results:** Deficiencies were identified in 85% of facilities inspected last year. A significant area of risk to the public is the non-compliance with the management of controlled drugs. In efforts to address this concern, a veterinary facility which is not performing the weekly controlled drug audit will be referred by the Registrar to the Accreditation Committee. The Accreditation Committee may impose conditions and limitations on the Certificate of Accreditation, such as a shorter renewal term and possibly unannounced inspections.

**Accreditation Hearing:** In July 2019, an Accreditation Committee panel found a companion animal hospital ceased to meet the qualifications, requirements and standards prescribed for the issuance or renewal of a certificate of accreditation.

**“As professionals that the general public trusts and looks to for guidance, I feel it is our responsibility to maintain the highest standards of care, education, and professionalism. Programs like this that allow us to check in and ensure we are meeting all expectations are very useful.”**

– COMMENT FROM A PEER ADVISORY CONVERSATION PARTICIPANT



# POLICY DEVELOPMENT & INTERPRETATION

In 2019, Council's work on public policy covered the following areas:

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

**HUMANE ANIMAL HANDLING AND RESTRAINT BY VETERINARIANS**

**Rabies and Reporting Bites**

**PRESCRIBING DRUGS**

**Telemedicine**

**Pain Management**

**COLLEGE BY-LAWS**

**Personal Use Accounts**

**Cannabis Act and Veterinary Medicine**

**VETERINARY EUTHANASIA**

**Modernization of the Veterinarians Act**

## ANIMAL WELFARE

**INTERNATIONALLY EDUCATED VETERINARIANS**

**Antimicrobial Stewardship**

**After-Hours Care Services**

**Code of Ethics**

**Rabies Programs**

## Professionalism for Veterinarians

**FACILITY ACCREDITATION STANDARDS**

# LOOKING AHEAD IN 2020

Moving into 2020, the College will continue to strengthen an outcomes-focused approach in order to fully demonstrate the impact of regulation on safe, quality veterinary medicine.

The College is in the risk business. We understand risk patterns and trends in the practice of veterinary medicine and develop programs and policies to reduce potential harm. The profession's opportunity to influence its contributions to safe care for animals and the public has never been more prominent.

The College looks forward to launching a refreshed strategic plan in 2020 which will provide strategic guidance through to 2023.

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

We look forward to an engaging and fruitful year of effective profession-based regulation on behalf of the public of Ontario.

## 2020 initiatives will include:

- **Launching the pilot project to review the new model and standards for veterinary facility accreditation**
- **Publishing new and revised policy guidance on non-drug veterinary products, complementary and alternative veterinary medicine**
- **Revising the Code of Ethics to assist veterinarians with decision-making**
- **Introducing the voluntary Peer Advisory Conversation for use by veterinarians**
- **Updating the practice standard on telemedicine**
- **Continuing work on the modernization of the Veterinarians Act**



## APPRECIATION TO VOLUNTEERS

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

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



# CVO COUNCIL, COMMITTEES & STAFF

## COUNCIL

Dr. Patricia Lechten, *President*

Dr. Susan Warren, *1st Vice-President*

Dr. Tyrrel de Langley, *2nd Vice-President*

Dr. Patricia Alderson

Dr. Peter Borgs

Ms. Diane Freeman

*(term ended June 2019)*

Dr. Lorie Gold

Mr. Andrew J. Glenny

Dr. Christine Hickman

Dr. Steven Jacobs

Dr. Shannah Kavonic

Ms. Joy Levison

*(term started August 2019)*

Mr. Donald Mayne

Dr. Paula Menzies

Ms. Claudia Newman

*(term ended June 2019)*

Dr. Alana Parisi

Ms. Rena Spevack

*(term started August 2019)*

Dr. Sarah Thompson

Dr. Wade Wright



## COMMITTEES

### Executive

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

### Governance, Audit and Risk Committee

Mr. Donald Mayne, *Chair*  
Dr. Steven Jacobs  
Dr. Patricia Lechten  
Dr. Susan Warren

### Registration Committee

Dr. Paula Menzies, *Chair*  
Dr. Peter Borgs  
Mr. Andrew Glennly  
Dr. Alana Parisi  
Dr. Hamid Rezaei Koupaei

### Complaints Committee

Mr. Andrew Glennly, *Chair*  
Dr. Kristin Baird  
Dr. Ehab Hanna  
Dr. Moyra Horner  
Dr. Louise Kelly  
Dr. Lisa Schwarz  
Dr. Naomi Scromeda  
Dr. LeeAnn Sealey  
Dr. Natalie Soligo  
Dr. Wade Wright

### Accreditation Committee

Dr. Lorie Gold, *Chair*  
Dr. Patricia Alderson  
Dr. Christine Hickman  
Dr. Sara Untch

### Quality Assurance Committee

Dr. Sarah Thompson, *Chair*  
Dr. Sue Burlatschenko  
Dr. Robert Berger  
Dr. Shannah Kavonic  
Mr. Donald Mayne

### Discipline Committee

Dr. Steven Jacobs, *Chair*  
Dr. Patricia Alderson  
Dr. Martin Appelt  
Dr. Trevor Bachelder  
Dr. Peter Borgs  
Dr. Tyrrel de Langley  
Dr. Scott Gardiner  
Dr. Meredith Geldart  
Mr. Andrew Glennly  
Dr. Lorie Gold  
Dr. Christine Hickman  
Dr. Douglas Hoover  
Dr. Shannah Kavonic  
Dr. Harold Kloeze  
Dr. Lena Levison  
Ms. Joy Levison  
Dr. Clayton MacKay  
Mr. Donald Mayne  
Dr. Paula Menzies  
Dr. Alana Parisi  
Dr. Liz Saul  
Ms. Rena Spevack  
Dr. Sarah Thompson  
Dr. Susan Warren  
Dr. Wade Wright

## STAFF

### Registrar's Office

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

### Corporate Services

Beth Ready, *Executive Partner,  
Corporate Services*  
Sarah Ellery, *Records & Risk Officer*  
Ashley Coles, *Business  
Intelligence Analyst*  
Leigh Bottomley, *Business Analyst*  
Stephanie Lamarche,  
*Ambassador, Corporate Services*

### Licensure

Shilo Tooze, *Associate  
Registrar, Licensure*  
Lindsay Sproule, *Principal,  
Licensure & Professional  
Corporations*

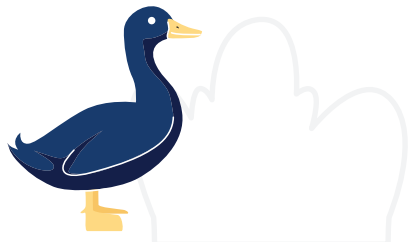
Sarah Adams, *Associate, Licensure  
& Professional Corporations*  
Rose Robinson, *Principal,  
Investigations & Resolutions*  
Martin Fischer, *Investigations  
& Inspections Specialist*  
Cindy Rose, *Associate,  
Investigations & Resolutions*  
Gabiella Klosak, *Associate,  
Licensure & Investigations*

### Quality Practice

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

### Accreditation Inspectors

Mr. Wilf Muller  
Mr. Adrian Darmon



# SUMMARY FINANCIAL STATEMENTS



## REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Members,  
College of Veterinarians of Ontario

### OPINION

The summary financial statements, which comprise the summary statement of financial position as at September 30, 2019, and the summary statement of operations for the year then ended, are derived from the audited financial statements of the College of Veterinarians of Ontario as at September 30, 2019 and for the year then ended.

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

### SUMMARY FINANCIAL STATEMENTS

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

### THE AUDITED FINANCIAL STATEMENTS AND OUR REPORT THEREON

We expressed an unmodified audit opinion on the audited financial statements in our report dated December 5, 2019.

### MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

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

### AUDITOR'S RESPONSIBILITY

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

**Cowperthwaite Mehta**  
Chartered Professional Accountants  
Licensed Public Accountants  
December 5, 2019  
Toronto, Ontario



## SUMMARY STATEMENT OF FINANCIAL POSITION AS AT SEPTEMBER 30, 2019

ASSETS	2019	2018
Current assets		
Cash	\$ 151,990	\$ 114,275
Investments	817,591	454,895
Accounts receivable	60,366	79,269
Prepaid expenses	58,425	92,105
	1,088,372	740,544
Other assets		
Investments — long term	1,818,000	1,968,000
Capital assets		
Tangible	848,502	970,987
Intangible	323,334	248,347
	1,171,836	1,219,334
	<b>\$ 4,078,208</b>	<b>\$ 3,927,878</b>

LIABILITIES AND NET ASSETS	2019	2018
Current liabilities		
Accounts payable and accrued liabilities	\$ 227,381	\$ 269,001
Capital lease obligations — short term portion	78,063	100,101
	305,444	369,102
Long term liabilities		
Capital lease obligations — long term portion		78,063
	305,444	447,165
Net assets		
Invested in capital assets	1,093,773	1,041,170
Unrestricted	2,678,991	2,439,543
	3,772,764	3,480,713
	<b>\$ 4,078,208</b>	<b>\$ 3,927,878</b>

## SUMMARY STATEMENT OF OPERATIONS FOR THE YEAR ENDED SEPTEMBER 30, 2019

REVENUE	2019	2018
Registration fees	\$ 4,946,908	\$ 4,803,394
Premises inspection fees	142,059	117,945
Penalties and other	109,408	100,281
Corporate registration fees	100,600	92,550
Application and examination fees	96,375	90,475
Interest	83,573	66,113
	5,478,923	5,270,758

### Criteria applied in the preparation of the summary financial statements

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

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

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

EXPENSES	2019	2018
Staffing and related	2,224,527	2,101,162
Legal	901,320	1,089,982
Council and committees	392,795	339,140
Information management system	299,765	226,074
Office facilities	164,933	189,458
Bank and credit card charges	161,591	153,968
Investigations and hearings	117,662	127,981
Office and general	92,516	107,241
Professional health program	86,890	98,110
Insurance	81,236	81,381
Quality assurance	77,213	47,396
Policy development	62,138	113,770
Networking and representation	61,211	71,489
Communication	58,088	61,288
Premises inspections	54,616	57,108
Accounting and audit	45,125	40,290
Special projects	41,438	
Exam administration	19,980	92,478
Interest on capital leases	5,383	17,163
Amortization	238,445	204,920
	5,186,872	5,220,399
<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<b>\$ 292,051</b>	<b>\$ 50,359</b>

**MISSION**

GOVERNING THE PRACTICE  
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