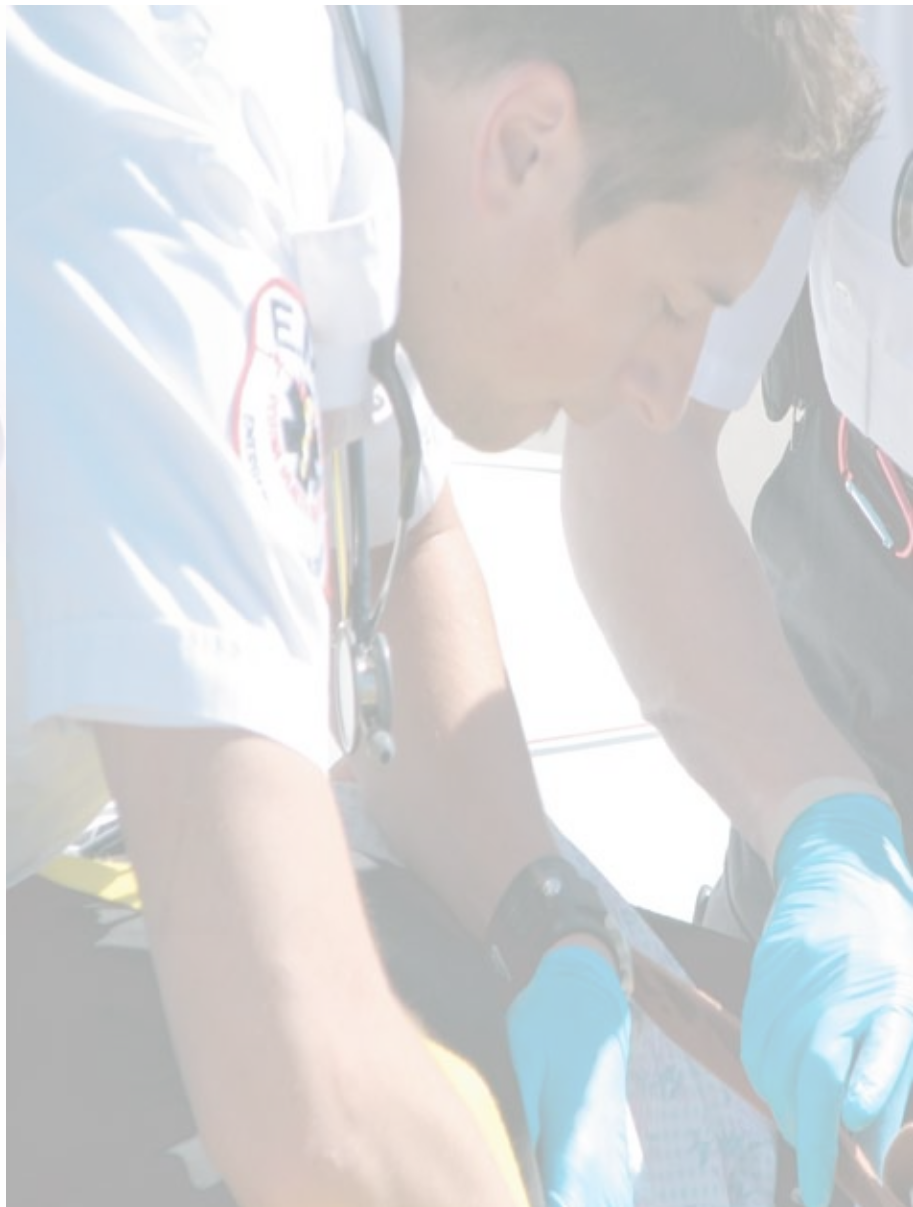


Strategic Plan



**SASKATCHEWAN
COLLEGE OF
PARAMEDICS**



2008 - 2010

Saskatchewan College of Paramedics
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1. Executive Summary

This strategic document will outline the strategy for the Saskatchewan College of Paramedics (SCP) herein referred to as the college, as the college restructures as an organization to function as a self governing body.

Currently, the college has nine elected council members that functions as both a working and policy council. The college has one OTFT administrative support staff working one day per week. The college does not have an office as of yet, however a motion was passed by council at a meeting on June 19, 2007 to begin the process of leasing office space in Regina.

1.1. Mandate

Pursuant to The Paramedics Act, it is the duty of the college to serve and protect the public.

1.2. Mission

To serve and protect the public through registering, licensing, educating and disciplining members of the college, providing a continuum of regulatory oversight, and exercising our powers and discharging our responsibilities in the public interest.

This is done through fostering:

- professional growth and support;
- competent, ethical practice from our members; and
- professional self-regulation for EMRs, EMTs, EMT-As and Paramedics.

1.3. Vision

Collectively building a profession that is appropriately utilized by those we serve, using the trust, integrity, respect, and knowledge that we possess.

2. Organization Summary

The Saskatchewan College of Paramedics (SCP), formerly the Saskatchewan Paramedic Association, is in the final stages to becoming the professional self-regulatory body for Saskatchewan's one thousand six hundred emergency medical responders, emergency medical technicians, advanced emergency medical technicians, and paramedics. The Paramedics Act describes the SCP's mandate in setting standards of education and practice for the profession and registering practitioners to ensure competent care for the public. The Paramedics Act received royal assent on May 17, 2007, and will come into force upon proclamation.

The college has gone under many names since its inception including the Saskatchewan Emergency Medical Technician's Association (SEMTA), the Saskatchewan Association of Pre hospital Emergency Care (SAPEC), the Saskatchewan Paramedic Association (SPA), and finally the Saskatchewan College of Paramedics. Our last name change was ratified by the membership at the May 9, 2006 annual general meeting to better reflect the mandate set by our members – to become a self regulating profession.

2.1. Legal Entity

The SCP is currently governed by a council of nine people; all nine are elected paramedics, (President, Vice President, Treasurer, and six council members). According to the Saskatchewan College of Paramedics Bylaws (2006 Edition), "council will consist of no less than five and no more than ten members to be elected at the annual general meeting upon nomination". Upon proclamation of The Paramedics Act, council will be required to have three seats for public representatives appointed by the Lieutenant Governor in Council. The membership as a whole will vote for all members of council. Officers of the college will be elected as prescribed in the bylaws. Upon proclamation of the act, the college will be required to appoint an executive director.

Council currently governs in accordance with the Non-Profit Corporations Act, until proclamation of The Paramedics Act occurs. Once proclaimed, the responsibilities of the college will be discharged in the interest of the public, and not in the interests of the members

Council Members

| | |
|--------------------------------|----------------|
| Dale Backlin (President) | Bob Fenner |
| Brent Stewart (Vice President) | Brenda Fry |
| Ross Reaburn | Chris Munn |
| Dan Lewis | Jason Williams |
| Derek Dagenais | |

Staff

Sharon Schuler (Administrative Support)

2.2. Start-up Summary

Start-up will require establishing office space, purchasing additional office and computer equipment, hiring an executive director and support staff, executing the communication plan, CME and other operational expenses, over the next three years. The full potential revenue stream will not flow until the last quarter of 2008 when mandatory registration and licensing fees for 2009 begin to flow. Membership at that time is expected to be approximately one thousand six hundred members.

3. Services

The Saskatchewan College of Paramedics will offer the following services to members of the college:

Registration - When an applicant applies for registration, the applicant chooses the type of membership category they are applying for and then demonstrates how he or she meets the requirements (e.g. education) for that membership category. The college charges a registration fee. This is usually a one-time fee since an applicant usually only seeks membership once. By statute, council is required to keep a register in which the name, address and category of membership of every member is to be recorded. The register is to be kept at the head office of the college and is open for inspection without fee by anyone on request.

Licensure - Once a person is registered as a member (i.e. they have demonstrated they meet the registration requirements such as educational qualifications), then they seek a practicing license. Dependent on their qualifications, they may get a full practicing license or a provisional/restricted license. There will be an annual licensing fee. The fee will be based on the costs associated with running the day to day operations of the college, its employee's malpractice insurance (if there is a requirement for such), continuing education requirements, costs of tribunals, and any additional resources required to meet future expectations of the college.

Discipline - The college is required to review, investigate, and decide a course of action for all complaints put forward to the college questioning the conduct or professional competence of any members. If a complaint is considered to be substantiated by the professional conduct committee, the case is then forwarded to the disciplines committee to determine what disciplinary actions will be taken against the member.

Continuing Medical Education – The college will help ensure competent care from members that function in challenging and changing environments through regular mandatory CME.

First Responder Program: The college currently maintains and delivers a first responder program that is widely adopted by health regions in the province in Saskatchewan. The Ministry of Health has recognized the Saskatchewan College of Paramedic's first responder program. St. John Ambulance and the Red Cross have also been granted reciprocity for their first responder programs.

4. Environmental Scan (Trends)

There are many variables that will impact membership into the future. For example, the acute and pre-hospital health systems, education system, and employers which include health facilities, ground and air ambulance services, fire services, and industrial safety providers. These systems are shaped by demands on the health systems and by broader economic and demographic trends. The effect of these trends will push change to the supply of members, the make up of members, where members work, and the skills and knowledge that are required from our members that work in those environments.

In order to help the college better identify potential strengths, weaknesses, opportunities and threats the college performed an environmental scan that preceded a SWOT analysis, and subsequent development of strategies. The focus on the environmental scan is on six traditional areas that include economic, competitive, political, technological, social, and geographic trends.

Economic Trends - The primary source of revenue for the college will come from annual licensing and registration fees. Other sources of revenue will be from first responder program materials, late fees, new registrations, NSF charges, licensing exams for new members, credential reviews for non Canadian Medical Association (CMA) accredited programs, and fines resulting from disciplinary decisions.

A large majority of members have language in their collective agreements that require the employer to reimburse registration and licensing fees. The ministry has indicated that in order to make a level playing field, a long term commitment to provide funding for services not covered by collective agreements to cover the costs of registration and licensing fees for their employees. The ministry has an agreement with the paid fire services, to cover the costs for registering and licensing their employees who are eligible to be members of the college. Health officials have made special arrangement with the college to directly bill the Ministry on an annual or semi annual basis to cover the professional fees for members in the fire sector. Not all members will have the benefit of having the employer reimburse the employee for registration and licensing fees. It should be stress that inevitably fees are the responsibility of the member, not the employer.

The economic boom Saskatchewan is experiencing has also created a shortage of skilled labour in the province subsequently causing wages to become more competitive in order to attract quality personnel. Original estimates on the costs for staffing for the college were perhaps underestimated. Adjustments to membership fees will need to be made to reflect the rising costs of labour, and office space. Accordingly, the college will need to work very closely with the ministry and other stakeholders when increasing the membership fees, in order to accommodate their budgeting process.

Competitive Trends - Arguably the college does not have any obvious traditional competitors. This is because The Paramedics Act mandates the college the authority to be the regulatory body. Competition is however a factor perhaps in areas such as the delivery of the first responder program by the college. Other first responder programs such as the Red Cross and St. Johns have been granted reciprocity by the Ministry of Health, and their program is much more current than the existing program offered by the College. The college will need to discuss with the health regions what role the college will have in the future delivery of the first responder program.

Political Trends - Political trends have historical significance for the college. There have so far been four different health ministers that have served while waiting for the legislation to be passed, and now waiting for proclamation a fifth minister from a new government in place.

Once proclamation of the act occurs, the regulatory bylaws will be submitted to the minister for approval, and council will approve both the regulatory and administrative bylaws until the members can ratify the bylaws at the annual general meeting. A close working relationship must continue to grow between the college and its stakeholders. Stakeholders such as SEMSA, SPFFA, unions, health regions, and the ministry of health will play a key role in helping the college reach our vision.

An annual general meeting is scheduled for May 21, 2008. Measures must be taken to seek motivated individuals to run for council with the knowledge, skill, ability and experience to fulfill those roles representative of the membership diversity.

Technological Trends - The Ministry of Health currently maintains the registry for licensed EMRs, EMTs, EMT-As and Paramedics in the province. The existing registry uses SQL for a database. Preliminary plans would allow the college to continue to maintain the registry using web based remote access through the to the Ministry of Health registry database. The college has procured a photo ID system Assure ID™, and Synercard™ software to use for issuing membership cards. The software has the ability to store member information similar to what is kept in the registry in a Microsoft access database. It is likely the two systems could work together and be an ideal solution for maintaining and support a registry for the members in the future.

One of the two recommendations that were addressed in phase two of the sector partnership was to develop and implement a CME model that would coordinate and promote CME needs and opportunities for the membership. Information from the focus group participation showed strong support for using patient simulation to assist in maintaining competencies. Almost all participants felt that scenarios were an excellent learning tool and were in favor of the more costly simulations although few had first hand knowledge. Most participants indicated that learning required theory and hands on experience. New technologies, like virtual patients, serve as a reasonable alternative for real life patient contacts. The college will explore such technologies to ensure the competencies of all its members while balancing the feasibility.

Social Trends – Members, employers, and other stakeholders will require information and communication on the transition from being regulated by government to being self regulating, and what it means for them.

Geographic Trends - There was considerable debate by council during a June 2007 council meeting as to where to locate the office facilities for the college. There is no official store front facility that currently exist, however the current mailing address, banking, phone and fax lines, office equipment and office documents are stored or located in various locations throughout Regina. A

motion was passed to begin the process of obtaining facilities for an office in Regina. No office space has yet been secured. Initially, the space we require would need to include a couple of offices, boardroom, reception area, and storage space.

Council struggled with trying to decide the best approach to deciding where the office would be located. Council did not want to exclude candidates who may be interested in the executive director position that would be unwilling to move to Regina. However, at the end of the day, council agreed that presumptions were being made regarding an executive director, and location of the office should not be a factor. Technologies exist in today's world that would allow for employees the flexibility to work from remote locations outside of the main facilities if that becomes an issue. The address of the college and name etc has changed many times in the past, and thus maintaining consistency and visual identity was an important fact in making the decision to locate the office in Regina.

Health Systems Trends: There are known pressures on the acute system related to demand from patients, supply of beds, nurses, and physicians. There is a growing demand for utilizing paramedics in acute facilities and other employers such as EMS, fire, and industry considering increasing the level of service they deliver. Depletion of membership from rural to urban environments and flow of members to other provinces must be carefully monitored.

5. Goals

The goals or objectives of the College are:

- to regulate the practice of the profession of paramedicine
- to govern the members in accordance with the Paramedics Act and the bylaws of the Saskatchewan College of Paramedics
- to assure the public of the knowledge, skill, proficiency and competency of our members.

6. Tactics

GOAL 1: To regulate the practice of the profession of paramedicine.

Strategy 1 - Improve/restructure continuing medical education requirements.

1. Tactic - adopt recommendations from sector partnership
2. Tactic - continue to work with stakeholders

3. Tactic - always seek new technologies to meet the needs of all members

Strategy 2 - Continue to use the existing Ministry of Health registry by putting the processes in place that would allow a seamless transfer to occur.

1. Tactic - clarify the ministry's requirement with SQL
2. Tactic - if Azure ID is not compatible with SQL, purchase necessary software
3. Tactic - obtain needed computer equipment and train staff on how to maintain the registry

Strategy 3 - Improve overall communication with membership and stakeholders.

1. Tactic - continue to promote the use of the website as a communication tool
2. Tactic - take advantage of access to the registry to capitalize on sending correspondence to members
3. Tactic - implement and execute recommendations outlined in the sector partnership communication plan.

GOAL 2: To govern members in accordance with The Paramedics Act and the bylaws of the Saskatchewan College of Paramedics.

Strategy 1 - Meet requirements set out by the Ministry of Health to transfer the registry as soon as possible.

1. Tactic - clarify Ministry requirements with SQL
2. Tactic - if Azure ID is not compatible with SQL, purchase necessary software
3. Tactic - obtain needed computer equipment and train staff on how to maintain the registry

Strategy 2- Communicate and educate the membership, and employers on the roles, responsibilities and benefits of self regulation.

1. Tactic - post information on website.
2. Tactic - hold workshops with employee and employer groups
3. Tactic - use registry to send members information

Strategy 3- Clarify with members and employers who is ultimately responsible for professional fees.

1. Tactic - use website to post correct information
2. Tactic - send mail outs to distribute correct information

3. Tactic - hold workshops at AGM, town hall meetings

GOAL 3: To assure the public of the knowledge, skill, proficiency and competency of our members.

Strategy 1 - Develop and improve deliver of continuing medical education by using existing, and additional available sector partnership funding.

1. Tactic - follow outline from phase two sector partnership recommendations
2. Tactic - seek out educational institutes' ability to deliver CME on the web.
3. Tactic - seek costing for securing virtual patient access

Strategy 2 - Hire staff and secure facilities.

1. Tactic – secure funding for staffing and office facilities
2. Tactic – develop committee to search and draft criteria for facilities
3. Tactic – use head hunter to recruit executive director

Strategy 3 - Develop policies and procedures for investigations and disciplining.

1. Tactic - seek legal assistance, consider consultant
2. Tactic - contact other regulatory bodies to see if they would share their policies
3. Tactic - council to delegate this to executive director once hired.

6.1. Milestones

See Appendix One

6.2. Milestones (Gantt Chart)

See Appendix Two

7. Management Summary

7.1. Personnel Plan

The college currently employees one OTFT administrative support staff. Pursuant to The Paramedics Act, the college will be required to hire an executive director that will serve as the registrar, and other duties outlined by council. Council will then relinquish administrative responsibilities to the executive director that will include hiring staff. It is expected that a

minimum of one FTE administrative support staff will be required, with one additional OTFT support during peak times.

| <i>Personnel Plan</i> | | | |
|---|-----------------|------------------|------------------|
| | FY 2008 | FY 2009 | FY 2010 |
| Executive Director | \$42,500 | \$89,250 | \$93,713 |
| Administrative Assistant - FTE | \$22,500 | \$46,800 | \$48,672 |
| Relief Office Staff | \$5,000 | \$15,000 | \$15,615 |
| Benefits | \$14,000 | \$30,210 | \$31,600 |
| <i>Salary and Benefits</i> | <i>\$84,000</i> | <i>\$181,260</i> | <i>\$189,599</i> |

8. Financial Plan

The college is projecting approximately three hundred members for 2008 dues. The Paramedics Act will make it mandatory for paramedics to be members of the college before January 1, 2009 in order to be licensed. 2009 registration and licensing fees will begin to flow in the last quarter of 2008 fiscal year. A line of credit will be necessary for transition operations because the majority of the cash flow will not occur until the last quarter of the fiscal year. The Saskatchewan College of Paramedics will fund its start-up costs with a mixture of investment, existing membership and first responder revenues, and line of credit.

Until more revenue is generated through membership fees over the next couple years, CME and the registration process will likely stay status quo. Once more of a surplus is built in 2009 and 2010 these projects may be instituted.

8.1. Budget

See Appendix Three

8.2. 2007 Audited Financial Statement

See Appendix Four

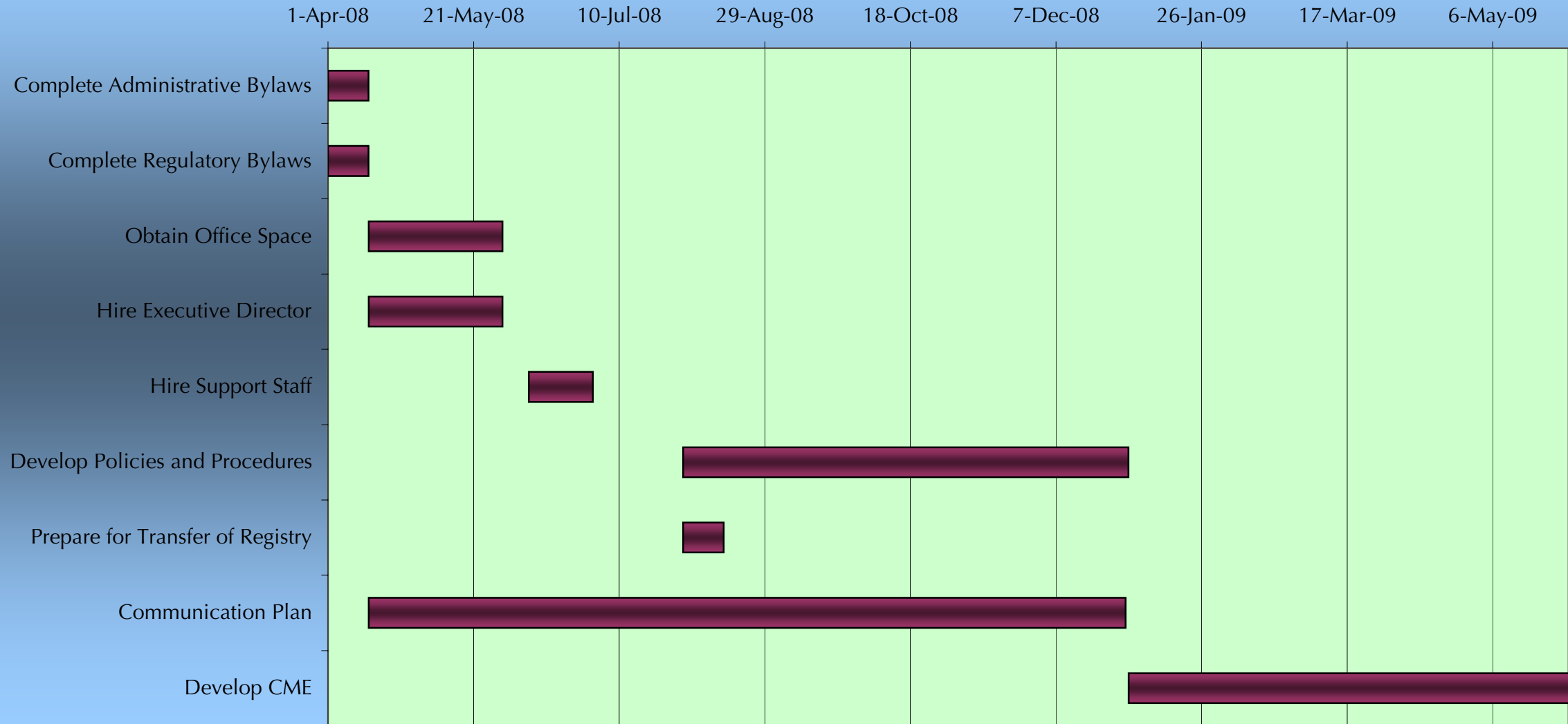
Milestones

| Task | Start Date | Duration (days) | Completion Date | Assigned To | Notes: |
|---------------------------------|-------------------|------------------------|------------------------|--------------------|--|
| Complete Administrative Bylaws | 1-Apr-08 | 14 | 15-Apr-08 | Bylaws Committee | The administrative bylaws have received a legal opinion and approval from Roger Lepage at the Balfour Moss law firm in Regina. and amendments have been made based on the feedback. The administrative bylaws do not require ministerial approval. Following proclamation of the paramedics act, council will approve the administrative bylaws, and would then ask for ratification from the membership at the next AGM. If proclamation does not occur in time for ratification to occur at the May 21, 2008 AGM, ratification will have to occur at the 2009 AGM instead. |
| Complete Regulatory Bylaws | 1-Apr-08 | 14 | 15-Apr-08 | Bylaws Committee | The regulatory bylaws have gone through the stakeholder consultation process and amendments have been made based on the feedback. The regulatory bylaws are now ready to be re-submitted for ministerial approval. Following proclamation, council will approve the regulatory bylaws, and would then ask for ratification from the membership at the next AGM. If proclamation does not occur in time for ratification to occur at the May 21, 2008 AGM, ratification will have to occur at the 2009 AGM instead. |
| Obtain Office Space | 15-Apr-08 | 46 | 31-May-08 | Office Committee | Find and sign lease for office space in Regina. |
| Hire Executive Director | 15-Apr-08 | 46 | 31-May-08 | Hiring Committee | Council will form hiring committee including representatives from stakeholders such as health/ems/fire/regions.and consider utilizing the services of a head hunter. Executive Director will be hired as soon as possible based upon available revenue stream. |
| Hire Support Staff | 9-Jun-08 | 22 | 1-Jul-08 | Executive Director | The Executive Director will be responsible for determining, hiring, and obtaining approval from council any additional human resources required to handle the operations of the College. |
| Develop Policies and Procedures | 1-Aug-08 | 153 | 1-Jan-09 | | The college currently has a number of policies and procedures in place. Further policies will be required as the college makes the transition to a governing body. The executive director will develop the policies in accordance to the bylaws established by council. All policies will require approval from council prior to implementation. |

Milestones

| | | | | | |
|----------------------------------|-----------|-----|-----------|------------------------|--|
| Prepare for Transfer of Registry | 1-Aug-08 | 14 | 15-Aug-08 | Registration Committee | Meet requirements set out by the Ministry of Health to transfer the registry as soon as possible. It has been confirmed that the college is to access the registry with simple web based application. The college must ensure they obtain the needed computer equipment and train staff on how to maintain the registry. |
| Communication Plan | 15-Apr-08 | 260 | 31-Dec-08 | Council | Communicate and educate the membership, and the employers on the roles, responsibilities and benefits of self regulation. This will be done through posting information on the website, holding workshops with employees and employers, Access to the registry will be required to send members information.. It must also be made clear with members and employers who is ultimately responsible for professional fees. This will also be done via website, mail, and townhall meetings, AGM. |
| Develop CME | 1-Jan-09 | 569 | 1-Feb-09 | Education Committee | Develop and improve delivery of continuing medical education by using existing, and additional available sector partnership funding by following the outline from phase two sector partnership recommendations, seek out educational institutes ability to deliver CME on the web, and seek costing for securing virtual patient access. College will continue to use Saskatchewan Health CME model through the initial licensing term. Further changes will be determined by the education committee, based upon the recommendations from Sector Partnership Phase 2, and the revenue stream. Communicate with membership and employers CME strategy. |

Milestones (Gantt Chart)



| | Budget 2008 | Budget 2009 | Budget 2010 | Explanation of Items |
|---|----------------|----------------|----------------|---|
| Operating Revenue | | | | |
| 2008 Memberships | 35,000 | 0 | 0 | These are the new registrations for 2008. |
| Membership Registration Fees | 9,625 | 480,000 | 640,000 | These are the original registrations. 2008 is based on 55 @ \$175, 2009 is based on 1600 @ \$300 each & 2010 is based on 1600 @ \$400 each. These are new registrations. 2008 is based on 1545 @ \$175 as every Emergency Medical Services personnel will have to be registered by December 2008 to work January 1, 2009 (prepayment for 2009 fees). 2009 has 75 new registrations at \$300 each and 2010 has 75 new registrations @400 each. |
| Licensing Renewal Fees | 270,375 | 22,500 | 30,000 | |
| Licensing Exam Fees | 0 | 22,500 | 22,500 | |
| First Responder Packages | 25,000 | 25,000 | 0 | |
| Credential Review | 0 | 3,000 | 3,000 | Review of non-CMA Programs |
| Classification Change Fee | 0 | 2,500 | 3,500 | |
| Total Operating Revenue | 340,000 | 555,500 | 699,000 | |
| Operating Expenses | | | | |
| Salary Staff - Regular | | | | |
| Executive Director | 42,500 | 89,250 | 93,713 | The initial annual salary is \$85000 - based on six months with a 5% increase each year. |
| Administrative Assistant | 22,500 | 46,800 | 48,672 | The initial annual salary is \$45000 - based on six months with a 4% increase each year. |
| Relief Office Staff | 5,000 | 15,000 | 15,615 | This is a casual or part-time position to assist in the office during busy times and when the Admin Asst is away. |
| Staff - Employee Benefit Contribution | 14,000 | 30,210 | 31,600 | This is the benefit portion for UI, CPP, Benefits (20% of salaries) |
| Subtotal - Salary & Benefits | 84,000 | 181,260 | 189,599 | |
| Office Supplies | 8,000 | 8,240 | 8,487 | |
| Postage | 8,000 | 8,240 | 8,487 | |
| Printing | 7,500 | 7,725 | 7,957 | Office Stationary, Bylaws, Out of Office Copying, Newsletter |
| Telephones / Website | 12,000 | 12,360 | 12,731 | |
| Insurance | 500 | 515 | 530 | |
| Rent - Office Space | 15,000 | 30,000 | 30,000 | Includes janitorial duties and utilities. It is based on 1200 sq ft @ \$25/sp ft. |
| Office Equipment / Furnishings | 25,000 | 10,000 | 10,000 | |
| Miscellaneous Expense | 1,000 | 3,000 | 3,090 | |
| Professional Development | 1,500 | 2,500 | 2,500 | |
| Meetings | | | | |
| Annual (General Meeting) | 2,500 | 2,500 | 2,500 | Km's, Hotel, Meals, Incidentals, Room Rental |
| Council Meetings | 4,000 | 12,000 | 12,000 | Km's, Hotel, Meals, Incidentals, Room Rental |
| Education (FR) | 2,160 | 7,200 | 7,200 | Km's, Hotel, Meals, Incidentals, Room Rental |

| | Budget 2008 | Budget 2009 | Budget 2010 | Explanation of Items |
|-----------------------------------|--------------------|--------------------|--------------------|---|
| Disciplinary | 2,400 | 10,800 | 10,800 | Km's, Hotel, Meals, Incidentals, Room Rental |
| Legislation & Bylaws | 1,000 | 3,600 | 3,600 | Km's, Hotel, Meals, Incidentals, Room Rental |
| Registration Committee | 1,000 | 3,600 | 3,600 | Km's, Hotel, Meals, Incidentals, Room Rental |
| Professional Conduct | 1,000 | 14,400 | 14,400 | Km's, Hotel, Meals, Incidentals, Room Rental |
| Regular Duty - Executive Director | 7,000 | 10,000 | 10,000 | In and Out of Town Meals, Hotel, Parking, Etc |
| Regular Duty - Admin Asst | 1,750 | 2,500 | 2,500 | In and Out of Town Meals, Hotel, Parking, Etc |
| Legal Fees | 3,000 | 10,000 | 15,000 | |
| Audit Fees | 2,500 | 2,500 | 2,500 | |
| Transfer to Hearings Account | 0 | 75,000 | 75,000 | Each hearing is estimated at \$25,000 |
| Association Membership Fees | 2,500 | 22,346 | 22,346 | SAHO, SEMSA, CIRA, PAC, CLEAR (Continuing Medical Education) Cost is \$100 per member with 1675 members. |
| CME | 0 | 167,500 | 167,500 | |
| Promotional Items | 0 | 1,000 | 1,030 | |
| Advertising / Staff Recruitment | 1,500 | 500 | 500 | |
| Business Promotion | 0 | 1,000 | 1,000 | Business lunches / Staff Occasions |
| Subscriptions | 500 | 515 | 530 | |
| Subtotal - Other Expenses | 111,310 | 429,541 | 435,789 | |
| Total Operating Expenses | 195,310 | 610,801 | 625,388 | |
| Net Income | 144,690 | -55,301 | 73,612 | |

Saskatchewan College of Paramedics, Corp.

Regina, Saskatchewan

Financial Statements

For the year ended

December 31, 2007

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AUDITOR'S REPORT

To the Members of
Saskatchewan College of Paramedics, Corp.

I have audited the statement of financial position of Saskatchewan College of Paramedics, Corp. as at December 31, 2007 and the statement of operations for the year then ended. These financial statements are the responsibility of the association's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the association as at December 31, 2007 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Larry J. Baran

Certified Management Accountant

Regina, Saskatchewan

March 7, 2008

APPENDIX FOUR

Saskatchewan College of Paramedics, Corp.
STATEMENT OF FINANCIAL POSITION
As at December 31, 2007

| | 2007 | 2006 |
|----------------------------------|---------------|---------------|
| Assets | | |
| Current | | |
| Cash | 12,886 | 38,694 |
| Accounts receivable | 668 | - |
| GST receivable | 265 | - |
| Portfolio investments (cost) | 27,542 | 26,000 |
| | <u>41,361</u> | <u>64,694</u> |
| Tangible capital (Note 2) | <u>6,160</u> | <u>2,470</u> |
| | <u>47,521</u> | <u>67,164</u> |
| Liabilities | | |
| Current | | |
| GST payable | - | 207 |
| Surplus | | |
| Cumulative surplus | <u>47,521</u> | <u>66,957</u> |
| | <u>47,521</u> | <u>67,164</u> |

Approved on behalf of the Board

_____ Director

_____ Director

APPENDIX FOUR

Saskatchewan College of Paramedics, Corp.
STATEMENT OF OPERATIONS
For the year ended December 31, 2007

| | 2007 | 2006 |
|---|-----------------|---------------|
| Revenue | | |
| Grants | - | 45,000 |
| Investment | 1,542 | 717 |
| Tuition | 25,096 | 36,907 |
| Memberships | 9,685 | 6,920 |
| Instructor fees | 1,475 | - |
| | <u>37,798</u> | <u>89,544</u> |
| Expense | | |
| Accounting and legal | 1,260 | 1,819 |
| Advertising and printing | 1,971 | 1,113 |
| Amortization | 1,466 | 972 |
| GST | 1,173 | 2,837 |
| Insurance | 380 | 374 |
| Interest and bank charges | 224 | 283 |
| Materials | 9,279 | 17,499 |
| Memberships and dues | 566 | 670 |
| Office supplies | 4,700 | 7,505 |
| Outside services | 30,432 | 30,267 |
| Telephone | 2,287 | 2,077 |
| Travel and meetings | 3,496 | 2,372 |
| | <u>57,234</u> | <u>67,788</u> |
| Surplus (deficit) for the year | (19,436) | 21,756 |
| Cumulative surplus beginning of year | <u>66,957</u> | <u>45,201</u> |
| Cumulative surplus end of year | <u>47,521</u> | <u>66,957</u> |

APPENDIX FOUR

Saskatchewan College of Paramedics, Corp.
NOTES
For the year ended December 31, 2007

1. Accounting policies

Amortization of capital assets is provided for on the class basis, utilizing the diminishing balance method, assuming net asset purchases occur midway through the year.

The preparation of the financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future periods could be significant.

The company's financial instruments consist of cash and cash equivalents and accounts receivable. It is management's opinion that the company is not exposed to significant interest, currency or credit risks arising from these financial instruments as their fair values approximate their carrying value.

2. Tangible capital assets

| | 2007 | | 2006 | | |
|------------------------|---------------|---------------|--------------|--------------|------|
| | Cost | Accum. amort. | Book value | Book value | Rate |
| Furniture and fixtures | 2,584 | 2,194 | 390 | 488 | 20% |
| Computers | 27,758 | 21,988 | 5,770 | 1,982 | 30% |
| | <u>30,342</u> | <u>24,182</u> | <u>6,160</u> | <u>2,470</u> | |

3. Statement of changes in financial position

A statement of changes in financial position has not been presented with this report as it does not add meaningful information to the financial statement.

4. Incorporation statute

Saskatchewan College of Paramedics, Corp. is incorporated under the Non-Profit Corporations Act of Saskatchewan.
