

2013 Annual Report



**SASKATCHEWAN
COLLEGE OF
PARAMEDICS**

Message from the President

The 2013/2014 year for the Saskatchewan College of Paramedics (SCoP) has been a very positive and encouraging one. A number of key projects have come to fruition, contributing to the continued success of the organization. Throughout the year, Council and staff strived to stay on course with the targets laid out in the strategic plan, while meeting the changing needs of the public, the membership, and our other stakeholders.



Some of the more prominent accomplishments in 2013 include:

- Completion of the PCP 2011 NOCP upgrade groundwork, along with the launch of the education component to support the new skills. With this change to scope, Primary Care Paramedics will be able to provide a higher level of care to the benefit of their patients, as well as increase the opportunities for the profession.
- The rollout of the new *Paramedic Clinical Practice Protocols* manual has been a real feather in the cap of our professional body. Dale Backlin led this project and has done a superb job of creating a platform that is functional and user friendly. This project was not just about creating a new document, but also supporting the growing maturity of the profession by incorporating less prescriptive treatment plans and allowing practitioners to make sound decisions based on training, experience and good judgment.
- From a licencing perspective, we recently completed our third licencing renewal period using the electronic registry system, and are very happy with how well the system worked. College staff did an excellent job of dealing with the small number of challenges that arose, while at the same time continuing to upgrade and refine system design and processes in an effort to improve functionality moving into the future.
- On a national level, the College has maintained its participation and dedication to the Canadian

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Organization of Paramedic Regulators (COPR). Engaging with the various provincial regulators allows us to participate in planning for the future of paramedicine in Canada, and provide input into the national licencing exam(s) and related processes. Our relationships with other provinces continue to strengthen, affording us an opportunity to discuss common interests and challenges.

- We also continue to participate actively in labour mobility agreements. This gives employers more options for paramedics to enter from other provinces, while ensuring competency of the growing Emergency Medical Services (EMS) workforce in Saskatchewan.
- In the past year we have seen projects such as Collaborative Emergency Centers and Community Paramedicine put into action. These projects have shown all of us the new face and future of paramedicine, and the potential continues to grow.
- From a fiscal stability perspective, the College has ensured that budgets are balanced while continuing to build reserve funds for the future.
- In terms of College regulatory activity, SCoP continues to manage every case presented to the Professional Conduct and Discipline Committees with a balance of fairness to our members while continuing to ensure public safety.

As my time with the College comes to a close, I want to acknowledge what I have seen as the keys to success of the College in a very short time;

- The time, passion, and commitment of people past and present has served to create the foundation for our organizational success. Since the inception of the College there have been numerous hard working individuals that have ensured the stability of the organization and the advancement of the profession of paramedicine, while maintaining public safety. Present Council and committees continue to move the College forward into a future with unlimited possibilities for paramedicine.
- Partnerships and collaboration: these have been crucial to where the College stands today. The support that SCoP has received from the membership and the EMS community overall has been outstanding. Management, owners, and operators have allowed their staff to commit their time and expertise to the College. Partners such as the Ministry of Health, Saskatchewan Institute

2013 – 2014 SCoP Council

President

Derek Dagenais

Vice-President

Daniel Lewis

Members- at-Large

Lindsay Holm (Fire)

Karen Bullock

Cari Evenson-Carleton

Jason Trask

Public Representatives

James Struthers, Q.C.

Betty Hoffart, FCMA

Tom Janisch

of Applied Science and Technology (SIAST), Saskatchewan EMS Association (SEMSA), health regions and all the people within the various sectors of EMS who have helped in numerous ways continue to collaborate and ensure the success of this organization.

- The staff of the College—both present and past—have professionally delivered services to our members as well as the public. The assistance that these staff members give to Council and the committees is invaluable, and it ensures the mandates of the College are fulfilled.

In the previous years we have all seen the evolution and advancement of the Saskatchewan College of Paramedics, paramedicine, and EMS as a whole. The one thing that has never changed is the high level of commitment and desire to deliver a high level of care to the patients we serve. As the Saskatchewan College of Paramedics moves forward, these principles will ensure continued success.

Derek Dagenais
President

Report of the Executive Director

On behalf of the Saskatchewan College of Paramedics and as your new Executive Director, I am pleased to table my report for the 2012/13 fiscal year.

Overall, SCoP continued to grow in terms of regulatory capacity and organizational maturity. Significant changes were seen in several key areas consistent with the College strategic plan, and most importantly in support of increased public safety and accountability.

Licensing Activity

In 2013, the College registered almost 2,300 members and completed another registration renewal cycle. Please refer to the Registrar's Report for a more complete analysis and breakdown.

Regulatory Growth

From a broader regulatory perspective, SCoP also initiated inter-jurisdictional discussions to explore opportunities for joint activity in key areas of the province. The College views the uniqueness of some of the border communities as having significant opportunity to improve standardization and collaboration with respect to regulatory activity, while supporting a public safety mandate in each province.

Over the coming year, we anticipate that discussions in this area will continue to move in a positive direction to the benefit of patients and members working within these communities and their catchment areas.



Scope of practice autonomy discussions also continued with the Ministry of Health over the 2013 fiscal year. Work to date within the SCoP organization continues to support movement towards full authority over scope of practice. In general, the Ministry is looking to SCoP to demonstrate organizational competency, stability and continuity in terms of both regulatory activity and fiscal responsibility. It is important that we continue to work towards the strategic objectives, as they feed directly into the Ministry requirements.

Strategic Thinking and Organizational Capacity Building

The SCoP strategic plan continues to be a vital document and point of reference for critical policy and regulatory decision making. Updating of the plan was completed and implemented in 2013.

General areas of advancement in 2013 included: examining the changing role of the profession through participation in several Ministry of Health initiatives (“Connecting the Dots” and the Emergency Department Wait Times Visioning Session); conducting sessions at SIAST to PCP and ACP students; growing stakeholder relationships through regular contact and opportunity development; improving licencing processes through technology and process upgrades; supporting a sustainable foundation through policy development, governance training (Johnson Shoyama Governance Training), recruitment of a fulltime Communications Coordinator, development of a social media policy, and sound fiscal management.

“Overall, SCoP continued to grow in terms of regulatory capacity and organizational maturity. Significant changes were seen in several key areas consistent with the College strategic plan, and most importantly in support of increased public safety and accountability.”

From a fiscal accountability/stability perspective, SCoP met its budget projections and contributions to reserve funds for 2013. In addition, Council has received and approved a 3 year balanced budget for SCoP extending into 2016.

Stakeholder Relationships

As noted previously, the 2013 year saw SCoP continue to emphasize the importance of building and maintaining strong relationships with its stakeholders and counterparts, both within the province and in other jurisdictions.

Nationally, the College remained a member of the Canadian Organization of Paramedic Regulators (COPR) Council and Examination Committee. In the fall of 2013, SCoP accepted an opportunity to represent COPR on the National Occupational Profile Steering Committee, which is a group tasked with the evaluation and development of national standards for the paramedical profession.

On a provincial level, the College collaborated with other provincial regulatory colleagues through the Network for Inter-professional Regulatory Organizations (NIRO). The NIRO group provides SCoP with an opportunity to seek out regulatory best practices and work jointly on initiatives that impact all regulators (i.e. governance, inter-provincial regulatory issues, etc.).

SCoP has also made a deliberate effort to engage with other provincial stakeholders on key issues relating to a variety of areas including: member licencing (provincial, national, and international);

education and entry to practice requirements; aligning regulatory practices; the changing health system environment; improving practitioner support; improving technology infrastructure and support; and identifying opportunities for partnership/joint activity.

More recently, SCoP was approached by the Saskatchewan Health Quality Council (HQC) to join the Provincial Stakeholder Advisory Group (PSAG) and PSAG Task Teams. This work is of strategic importance to the province and directly relevant to the paramedical professions. The effort is focused on the reduction of emergency department wait times through innovative use of health practitioners, process evaluation, and the leveraging of unexplored options.

In general, the 2013 year has been filled with new opportunities, most of which can be directly linked with our strategic goals. The office continues to operate with a small staff complement of five, and with the ongoing support of Council and Committee members, stakeholders, and the Ministry of Health. It is through this joint effort that SCoP is able to meet its regulatory obligations effectively and professionally.

I remain grateful for the contributions that our staff and volunteers make to the ongoing success of this organization. We cannot exist without the commitment of these individuals to our public protection mandate – thank you!

Jacqueline Messer-Lepage
Executive Director

Executive Committee Report

The Executive Committee plays an important role in assisting with urgent analysis and decisions that arise between regularly scheduled Council meetings. We act as a support to the Executive Director on decisions that lay beyond the executive limitations, as well as in areas that are particularly contentious.

Decisions made at the Executive Committee level require final approval by Council, which has the ability to approve or reject the decisions of this committee. All 2013 Executive Committee decisions were subsequently endorsed by Council.

The most common issues that this committee deals with surround licence extensions, appeals of late fees, and review of applications with positive criminal records.

Derek Dagenais
Chair

Chair: Derek Dagenais, President
of Council

Vice President of Council:
Dan Lewis

Council Member-at-Large:
Jason Trask

Strategic Goals for 2012-13	Accomplishments 2013
<p>Stakeholders</p> <ul style="list-style-type: none"> ✓ SCoP has a constructive working relationship with key stakeholders. ✓ The public understands the role of the profession and of the College. 	<ul style="list-style-type: none"> • Engaged in regular communication with members, coordinators and stakeholders via emails, website updates, newsletters, and face to face. • Conducted stakeholder meetings: Ministry of Health Branches; EHealth Saskatchewan; Health Quality Council; SASKDocs; St. John Ambulance; SIAST; and more. • Continue to participate on the SIAST Advisory Group; maintain ongoing dialogue between SIAST and SCoP. • Delivered regular presentations to the PCP and ACP classes at SIAST . • Contributed nationally by participating on COPR Council and Exam Committee. • Continue to participate provincially by attending meetings of the Network of Inter-professional Regulatory Organizations (NIRO). • Participated as COPR representative on Paramedics Association of Canada national steering committee regarding NOCP redevelopment.
<p>Regulatory Functions</p> <ul style="list-style-type: none"> ✓ SCoP members are competent, ethical practitioners who provide quality service to the public. ✓ SCoP processes are efficient, user-friendly and transparent. ✓ 	<ul style="list-style-type: none"> • Registered almost 2,300 members in 2013. • Encourage diversity of representation on Committees and Council to maintain effectiveness by promoting these roles to members and students. • For the third year, all renewals were processed using eApplication, significantly improving processing and approval cycle time. • PCC continued to see a decrease in complaints for a total of 11 complaints received and reviewed in 2013. • Discipline Committee held two hearings and one sentencing hearing. • Offered 5 sittings of the national ACP exams and PCP exams. • Offered 6 EMR exam sittings in 2013. • Continue to monitor (EMR and National) exam success rates. • PCP Scope Change Plan was approved by Council and the implementation plan updated on website and emailed to members and stakeholders. <ul style="list-style-type: none"> ○ A revised mobile application compatible protocol manual was implemented. ○ SCoP gained the authority for full hosting of the protocol manual (vs. Ministry of Health). • Implemented PCP 2011 NOCP pilot program; the first graduates of program will be licenced at 2011 NOCP level in early 2014. • Continued work with the Ministry of Health to identify benchmarks to obtaining full autonomy over scope of practice. • Made <i>Administrative Bylaw</i> change, as supported at the AGM, to clarify that: The executive director shall, at least 30 days before polling day, deliver to each member who is eligible to vote a secured ballot. Eligible members are members registered with the College at least 30 days before polling day.

<p>Internal Resources</p> <ul style="list-style-type: none"> ✓ SCoP is appropriately resourced to accomplish its goals. ✓ SCoP has a stable, efficient work environment. 	<p><i>Financial</i></p> <ul style="list-style-type: none"> • Audit Committee continued regular meetings to review expenditures, budget, and projections, recommending adjustments as required. • Licencing fee for 2015 was set at \$470. • Aligned financial targets to priorities and goals; annual contribution targets to reserves met. • 2014-16 balanced budgets approved, reflecting projected financial targets, initiatives, and projected reserve contributions (based on policy). <p><i>People</i></p> <ul style="list-style-type: none"> • Continue to access consultant resources to assist with specific project initiatives due to limited physical space. • Budget allocated to support future addition of resources when office space permits. • Hired Communications Coordinator to support College activity. <p><i>Committees</i></p> <ul style="list-style-type: none"> • Welcomed two new members at large to Council. • Participated in a Ministry of Health/NIRO sponsored governance training in Fall 2013. • Members of Council and the College participated in a Canadian Agency for Drugs and Technology in Health (CADTH) and SCoP half day training session on the assessment of clinical evidence. <p><i>Technology</i></p> <ul style="list-style-type: none"> • Renewal form updated and implemented; new online applications added (reinstatement and new applicant). • iEmail tool implemented, which allows SCoP to attach email communication to member files. • Computer and software upgrades completed based on schedule. • Batch card printer purchased fall 2013. • Participate in iMIS training and conferences. • Begin search for expanded office space to accommodate College requirements.
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Audit Committee Report

This last year has been a year of change and challenge for the College, despite which we remain financially stable and have a plan in place to stay that way. Key areas with financial impact addressed included:

- Recruited a new Executive Director;
- Added a fulltime Communications Coordinator to support member and stakeholder communications;
- Completed a full system upgrade to the registration software; and
- Revamped the protocol manual and began hosting it on the SCoP website.

Chair: Dan Lewis, Vice President of Council

Member: Ross Reaburn

Public Representative on Council: Betty Hoffart, FCMA

As we head into the days ahead, more change and challenge is on the way:

- The College will be looking for office space to better accommodate our needs;
- We are working with the Ministry of Health towards ownership of 'scope of practice' and full autonomy; and
- The College will be facing our first appeal to the Court of Queen's Bench

All of these have costs associated with them, but we have been able to keep these costs in check and plan for them while keeping our fee increases to a minimal amount. Others are looking at how we are doing this and have been impressed. Your Executive Director has done a great job managing the finances and the Audit Committee thanks her for this.

Plus a huge thank you goes out to Ross Reaburn, whose term is ending, for his service on the Audit Committee over the last few years. His knowledge of finances and how to make sure we handle them has been a great benefit for the College as a whole. Thanks, Ross!

Dan Lewis
Chair

Discipline Committee Report

This past year was a relatively quiet year for the Discipline Committee which dealt with only one ongoing matter this year. It is to be noted that the member involved in such matter appealed to Council and has a further appeal pending before the Court of Queen's Bench for Saskatchewan.

Our committee has also received notice of a number of complaints and investigations conducted by the Professional Conduct Committee, all of which, this past year, were either investigated and determined to be unfounded or dealt with by way of consensual dispute resolution.

It is my view that the relatively low number of matters being referred to discipline may be attributed to a generally satisfactory level of competence and professionalism among paramedics in Saskatchewan.

James Struthers, Q.C.
Chair

Chair: James Struthers, Q.C.,
Public Representative on Council

Members: Jeff Klein (Fire Representative), Rob Ferland, Cheryl Solonenko, Mike Hengstler, Brian M. Vanstone, Andrew Taylor, April Hampton

Public Representative on Council: Tom Janisch

Nominations Committee Report

Happy new year to all members! This year has been a good year for the Nominations Committee. We have worked efficiently and hard as a team to select the best candidates to fill vacancies on committees. We received a lot of qualified applicants and thank you all for your interest in giving back to our profession. We also want to welcome Jacqueline to the College. She has worked well with our committee, and we wish Sheri well on her new endeavour. Nominations is also excited with the slate of interested parties for the upcoming election. There are a lot of qualified people that have chosen to run. We thank you all again and look forward to the year ahead.

Mike Hengstler
Chair

Chair: Mike Hengstler (elected member)

Members: Chris Warren, Marie Stimson, Brennan Schmidt (Public Representative)

Education Committee Report

I would like to thank all of the committee members for volunteering their time for the college over this past term. Your time and commitment to the college is very much appreciated. I would also like to thank Dale Backlin who has worked very hard for our committee as a representative from the SCoP office. Without Dale this committee would not be nearly as effective as it has been.

This has been a busy year for the education committee. We have had many major undertakings over the past term, all of which have been met with great success. First off the new scope of practice for PCPs has been implemented. This gave our PCPs the ability to start IVs, administer more medications, and provide better care to our patients through their new expanded scope of practice. We appreciate the commitment from our members to accomplish their upgrade quickly, as many are already practicing at their new level. Additionally, we look forward to continuing to advance the scope of practice of all levels of practitioners in the years to come.

Another big accomplishment over the past term has been the completion and acceptance of our new *Paramedic Clinical Practice Protocols* manual. This entailed many hours of work from the office and the education committee. Seeing such a dynamic manual come to fruition was a goal that has been met with much positive feedback from our members. A big thank you is also needed here for past members of the education committee who were a part of the early phases of this project and to those who offered time for peer review. The removal of drug names and the inclusion of medication classifications gives practitioners the ability to diversify care and expand opportunities to treat their

Chair: Jason Trask, Council Member-at-Large

Members: Brenda Fry, Brian Hyland (Fire Representative), Kyle Sereda, Connie Wilson, John Jongeling, Candace Gratton, Doris Robertson, Donnita Derbyshire, Gillian Gregoire (Public Representative)

patients as approved by their local medical direction. This is definitely a step in the right direction in paramedic practice for Saskatchewan. We look forward to continue to hear your feedback on current protocols and encourage all members to follow proper procedure and submit new ideas for protocols in the near future.

Another point of note is that during this latest term all remaining EMT-As and EMT-Ps have been upgraded to the Intermediate Care Paramedic (ICP) and ACP levels respectively. This is a great step towards solidifying our members into clear classifications. This process will continue until 2019 until all members are part of one of the four main licensure levels which include EMR, PCP, ICP, and ACP. We look forward to all remaining PCPs upgrading their skill set to the current 2011 NOCP level in the near future. If you need any assistance in upgrading your licence please do not hesitate to contact the College office. You can also find a comprehensive page of information on the College website.

Over the past term the education committee has also been busy approving many Continuing Medical Education (CME) course applications. This involves services or individuals submitting courses for approval for CME credits. Many services took on this option and a total of 365 courses were approved for CME credit with only 27 rejected. I would like to thank the CME subcommittee for their time and efforts on these course approvals.

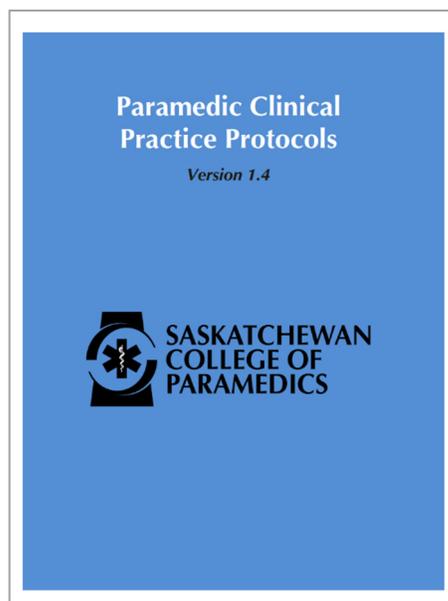
There is also a subcommittee that partakes in performing agency education audits. The purpose of these audits is to ensure compliance with college educational standards. Over the past term six services were audited, as required by policy. Of these audits two services were identified as being compliant. Compliant with caution was the result found in four services, and no services were found to be non-compliant. The education committee also reviewed rules for the auditing process and made changes such that effectiveness and efficiency can still be maintained while ensure standards were fair to the education teams of our paramedic services.

A policy deficiency was identified in regards to the national testing requirements for COPR. After 3 unsuccessful attempts, policy states that a person must complete a refresher program prior to attempting the test for a fourth time. Due to the lack of availability of a refresher program in Saskatchewan and surrounding provinces, this policy had to be reevaluated and a small number of eligible individuals were allowed to write a fourth time. Options will continue to be explored to ensure that the needs of our membership and the public are met.

There is much work to be done in the upcoming year and we look forward to continuing to work hard towards serving our membership to the best of our ability. We encourage active participation from all our membership in regards to educational processes, protocol submissions, and general ideas. Please never hesitate to contribute to the work of the education committee.

We look forward to the next term and are excited for what is to come in the future of paramedicine in Saskatchewan.

Jason Trask
Chair



Three Year Budget

	2013 Actual	2014 Budget	2015 Forecast	2016 Forecast
Revenues				
Licence Fees	\$957,476	\$980,860	\$1,013,770	\$1,047,180
Other Registration Fees	55,885	35,000	35,000	35,000
Licencing Exam and Equivalency Assessment Fees	46,020	21,000	21,000	21,000
Fines and Orders for Costs	10,681	5,000	5,000	5,000
Other Revenue	<u>22,397</u>	<u>14,000</u>	<u>13,000</u>	<u>14,000</u>
TOTAL REVENUE	\$1,092,459	\$1,055,860	\$1,087,770	\$1,122,180
Expenditures				
Accounting, Audit, Legal, Insurance and Payroll Service	\$9,009	22,800	22,750	23,200
Legal Fees - PCC and Discipline	17,098	90,000	90,000	90,000
Licencing Exam and Equivalency Assessments	4,695	3,200	3,200	3,200
Consulting and IT Support	59,962	133,000	87,000	62,000
Memberships	7,602	21,700	22,000	22,000
Wages, Benefits, Staff Travel and Training (includes staff membership dues)	427,086	492,600	571,730	616,100
Council Expenditures Including AGM	20,420	22,000	23,000	24,300
Committee Expenses	5,785	38,550	39,050	39,050
Office Expenses and Advertising	26,745			
Utilities and Telephone	15,853	23,500	26,500	29,000
Rent, Occupancy Costs and Maintenance	41,878	106,000	132,000	135,500
Bank Charges and Interest Expenses	20,614	19,000	20,000	22,000
Amortization Expense	<u>46,896</u>	TBD	TBD	TBD
TOTAL EXPENSES	\$703,643			
Other Expenditures for 2013 (i.e. computer hardware and software, furniture, equipment, Registry system)	<u>13,050</u>			
TOTAL EXPENSES	\$716,693			
Proposed Contribution to Reserves	<u>135,000</u>			
Income after proposed contribution to Reserves and Capital Purchases in 2013	\$240,766			

SCoP Reserve Funds						
Contribution to or Expenditure from Reserve		Legal	Contingency	Capital	Registry	Projects
2009	Contribution: \$65,000	\$25,000.00	\$10,000.00		\$30,000.00	
2010	Contribution: \$90,000	\$25,000.00	\$10,000.00	\$5,000.00	\$50,000.00	
2011	Contribution: \$171,000	\$75,000.00	\$50,000.00	\$16,000.00		\$30,000.00
	Expenditure: \$80,000.00 for Registry system				(\$80,000.00)	
2012	Contribution: \$195,000	\$75,000.00	\$20,000.00	\$60,000.00		\$40,000.00
2013	Contribution: \$195,000.00	\$75,000.00	\$20,000.00	\$60,000.00		\$40,000.00
	Expenditure: \$13,000.00 for computers and printer			(\$9,687.00)		
	Expenditure: \$30,000.00 for revamping of the protocol manual project (proposed)					Was not required
2014	Contribution: \$135,000.00 (proposed)	\$53,000.00	\$33,000.00	\$19,000.00		\$30,000.00
	Leasehold Improvements (proposed)			(\$50,000.00)		
	Moving Expenses (proposed)		(\$5,000.00)			
2015	Nothing proposed					
2016	Nothing proposed					
Total estimated in Reserve at end of 2014		\$328,000.00	\$138,000.00	\$100,313.00	\$0.00	\$140,000.00

Report of the Registrar

The College continues to see its membership growing slightly higher each year. As of December 31, 2013, we had registered 2,283 members, comparing to 2,246 members in 2012 and 2,132 members in 2011. We also continue to increase our member numbers throughout the year as new graduates and labour mobility candidates join us for the first time.

The 2013 year saw another significant upgrade to our registry system, intended to further streamline the registration and renewal process. We will continue to improve the system, crediting it with a transformation to the renewal process which enables members to be renewed quickly and efficiently.

Yearly Registration Comparison

	March 2014	Feb 2013	Feb 2012	Feb 2011	Feb 2010	Feb 2009
EMR	352	380	382	330	312	319
EMT/PCP	1,265	1,230	1,175	1,114	1,086	1,077
ICP	206	219	218	225	218	206
ACP	290	270	238	215	206	188
Total	2,113	2,099	2,013	1,884	1,822	1,790

The College no longer accepts paper documentation, reducing the problems associated with manually compiling documents from fax, mail, and drop-ins, which occurred in previous years.

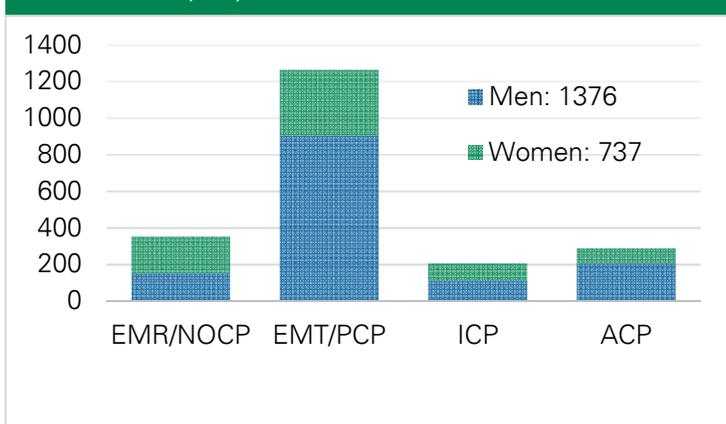
During the annual renewal season, from September through January, SCoP processed approximately 2,100 licences for 2014, with more than 50% occurring between November 29th and December 30th. Delayed applications remain a significant concern to the College and we will continue to seek out mechanisms to encourage members to renew early.

Late renewals, including those caused by incomplete information, trigger late fees when they are submitted after the

December 1 deadline, or when incomplete renewals are submitted within the last days before the deadline. Our regulatory bylaws mandate that we must charge a late fee where the following conditions are met:

32.2 If a person fails to submit the required electronic renewal, evidence that the person has met the educational requirements to maintain eligibility as a member and pay the required licencing fee on or before December 1 in the year prior to the licencing year, a penalty in the form of a late fee shall be charged. The late fee will be \$50 payable on December 2nd and will escalate weekly by \$25 beginning the Monday after December 2nd, to a maximum of \$275 up to January 31 after which the member will have to apply to be reinstated. [amended March 16, 2012]

Membership by Classification and Gender

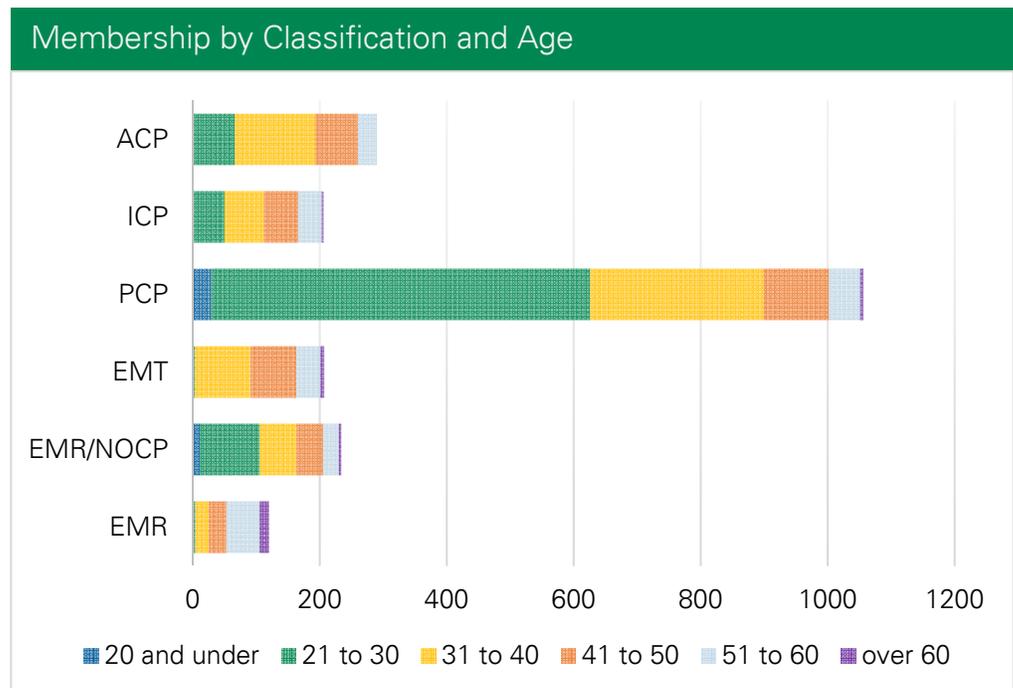


It is the member's responsibility to ensure that they submit the following requirements on time:

1. The member's electronic renewal form on eApplication;
2. Evidence that the member had met his or her educational requirements to maintain eligibility as a member;
3. The renewal fee.

If any of those items were missing, the application was deemed incomplete. This emphasis on meeting all, and not just some, of the renewal requirements was approved by the membership two years ago at the 2012 AGM.

Any member that completed the online renewal form, successfully uploaded the correct supporting documentation, and paid by credit card online was able to be reviewed and approved quickly. Any members that were lacking in one or more items received at least one email from College staff advising them of their incomplete renewal, in the hope that they could complete their application in a timely manner.



Email communications rather than phone calls allow the College to efficiently manage the process. Members should be reminded to check the Member List on the website to ensure that their application is approved, plus watch their email accounts for notification of registration problems.

In order to assist members in completing their application on time, the College undertook an email communication campaign that started in August of 2013 and continued until mid-December 2013. In August, members were reminded that renewal was approaching and that they should make a note of their usernames and passwords. Numerous reminders went out over the next few months emphasizing the December 1 deadline until the middle of December, when members that had not yet renewed successfully were advised that their licence would be lapsing at the end of the month and they would not be able to practice in 2014. This past year, the College used an email marketing program's targeting ability to send personalized mass emails informing members if they were not yet renewed. It is to the member's advantage to open the emails sent by the College, as they do contain very important information.

In addition to emphasizing the December 1 deadline and the renewal communication campaign, Council again supported an early bird draw for an iPad.

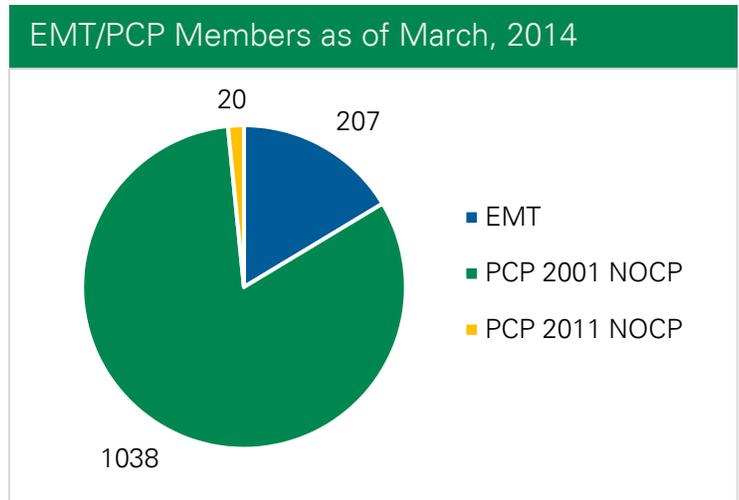
It is important to note that the quality of applications is improving. SCoP now operates based on an entirely electronic application process, to ensure in large part that member records fully reflect complete and accurate information. To support the member application process in 2013, SCoP introduced a web-based video tutorial as well as direct technical support for members struggling with the application technology. The College also now provides a workstation and access to a scanner in the office for members to use.

In 2013, proposed changes to the Primary Care Paramedic (PCP) scope of practice to NOCP 2011 standards were approved. SCoP implemented these changes through the introduction of a new protocol manual and the addition of detailed web information intended to guide members through a declaration process.

Complementary to the changes to scope, SIAST also launched an upgrade pilot program this year, with the first cohort having completed the didactic portion of their training in late 2013. As these new graduates complete their practicum, they will become the first members to be licenced with SCoP at the PCP 2011 NOCP level.

On January 1, 2014 all members previously licenced at the EMT/PCP level were rebranded to "PCP 2001 NOCP". Individuals that have completed the 2011 upgrade training and declaration documents will now be licenced as PCP 2011 NOCP.

Members will have until June 30, 2019 to complete their upgrade to the 2011 NOCP level. After that date, individuals choosing not to complete the upgrade will be licenced at the Emergency Medical



Type of Membership by Classification, March 2014					
	EMR/NOCP	EMT/PCP	ICP	ACP	Total
Non-practicing	62	102	15	19	198
Practicing	290	1163	191	271	1915
Total	352	1265	206	290	2113

Impact of Labour Mobility – Member’s Province of Residence					
	Feb 2014	Feb 2013	Feb 2012	Feb 2011	Feb 2010
Alberta	60	65	51	22	18
British Columbia	6	6	4	1	2
Manitoba	30	29	17	12	3
New Brunswick	1				
Nova Scotia	1				
NWT	5	3	4	3	
Yukon		1	1		
Ontario	13	13	7	4	3
Saskatchewan	1997	1982	1929	1842	1796
Total	2113	2099	2013	1884	1822

Responder level.

In anticipation of inter-provincial migration at the 2011 NOCP level, SCoP also introduced a process to manage Agreement for Internal Trade (AIT) applicants to ensure that their credentials meet the updated provincial requirements.

As for new graduates, SCoP continues to work with the Canadian Association of Paramedic Regulators (COPR) to ensure that the PCP and Advanced Care Paramedic (ACP) examinations remain current and are delivered appropriately. Over the past year, a total of 229 individuals wrote the national licencing examination over five sittings (186 PCP/43 ACP).

On the Emergency Medical Responder (EMR) side, SCoP continues to deliver the provincial licencing examination with the support of SIAST. In 2013, 162 students completed this exam over six sittings.

Saskatchewan is very involved with the continued development, implementation and delivery of the national exam. We are also actively involved on the COPR National Exam Committee, allowing the College the opportunity to stay connected to the national exam as it evolves.

We continue to improve our registry system and focus on our protection of the public mandate through the use of increased and better exams. This is all happening while our membership is growing which requires more focus on day to day registrations throughout the year.

Jacqueline Messer-Lepage

Registrar

Professional Conduct Committee

It has now been more than six years since the inception of the Profession Conduct Committee within the Saskatchewan College of Paramedics. Six years of growth, education, and continuous change as we move forward in our mandate to protect the public, while striving to be open minded, fair and impartial to those who have been named in complaints of unprofessional conduct.

As a collective group, we continued to face numerous challenges in 2013 while reviewing complaints that have been brought to the College from members and the public. While some complaints may hit close to home evoking an emotional response, we are always aware that there are rules of conduct by which we as professionals are all bound. Often we find ourselves in deep debate as we work diligently to consider all sides of a complaint before rendering our recommendations.

As these decisions can greatly impact the lives of our members, I would like to take a moment to review the process that the Professional Conduct Committee utilizes while considering a complaint that is brought forward in order to guarantee fairness and due diligence for both the accused and the complainant.

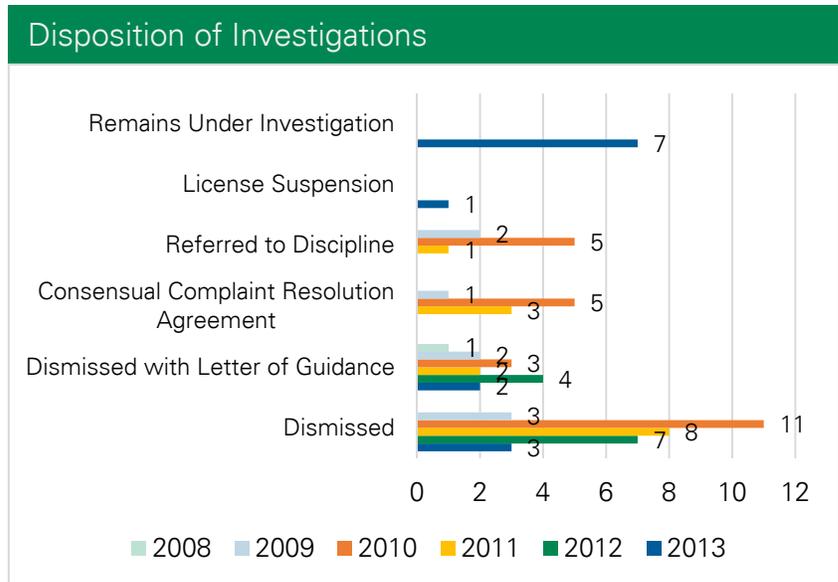
This process begins when the complaint is officially received by the PCC. The complaint and any

Chair: Kathy Christmann

Members: Barry Szeles (Fire Representative), Kirby Johns, Ben White

documents/evidence provided by the complainant are carefully reviewed. Then each committee member is asked to answer three specific questions.

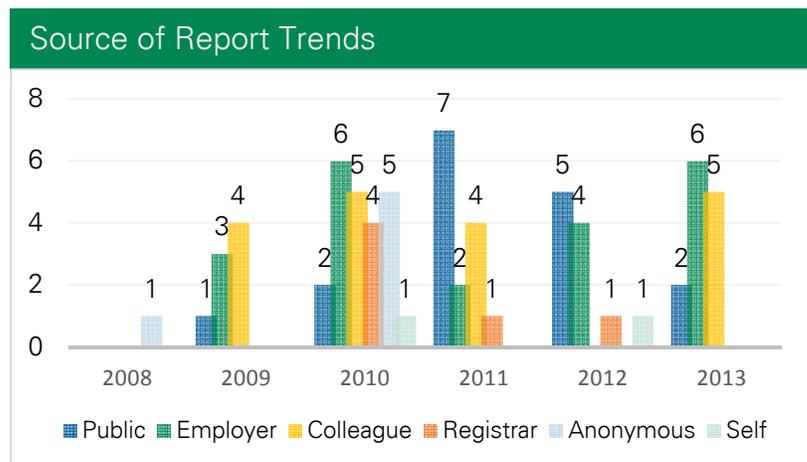
- Is the complaint frivolous or vexatious?
- Is the complaint within the jurisdiction of the Saskatchewan College of Paramedics?
- Is further investigation warranted?



If the committee then determines the complaint to be valid, within our jurisdiction, and warranting further investigation, committee members are then asked to declare any conflict of interest they may have if they have not already done so. Any member who does declare a conflict of interest will then remove themselves from the meeting for any further discussion or decision(s) pertaining to this file.

Their declaration of conflict of interest will also be recorded in the minutes, as well as their absence from any future conversation involving the case in order to guarantee that the process remains fair for all parties.

Once the investigation process begins, the accused member(s) will be notified in writing, and all parties thought to have valid evidence will be contacted for statements, physical evidence will be collected, and witnesses will be interviewed. This process is often lengthy and takes time, and although we recognize and appreciate the impact that a complaint can have on our members, their families, co-workers, and communities it is critical that investigations are not rushed and that due diligence is given to every case in order to fulfill our mandate to protect the public, and ensure that are members have every available opportunity to present their defense.



In 2013, the PCC received a total of thirteen (13) new complaints. What stands out to me in these new cases is that the majority of complaints came to the College from employers (6) and members (5), with only two coming from the public at large. This represents a reversal in a trend that has seen the majority of complaints coming from the public in 2011 and 2012.

More alarming, is that four of these complaints alleged inappropriate drug use by our members, two

alleged inappropriate use/misuse of patient medications, and two alleged unprofessional treatment of patients. Complaints that could indeed jeopardize public perception of our profession as a whole.

Poor documentation continues to play a role in many cases, with members failing to document critical information. Although strong documentation including accurate times, vitals and details takes time, it truly does become your best defense if a call comes into question.

I would also recommend our members stay fluent in our Saskatchewan Protocols as they continue to evolve to meet the new NOCPs, and the needs of the people we serve. Failure to do may impact you negatively in the future as our profession moves forward in providing quality pre-hospital medical care to our clients.

Another area of continuing concern is the impact social media, the ease of access to cameras and recording devices, and the quick availability of web access can have on our members.

I caution everyone to be critical about what you post on social networking sites like Facebook or Twitter.

Remember what is posted today, can follow you forever. That quick comment or picture you post about a patient, co-worker or the College to your friends, does not stay with your friends and may be seen as unprofessional conduct.

In addition, we as a profession face the challenge of cameras in the hands of news crews, building security systems and the public that are consistently recording our interactions with our patients, our treatments and most of all the quality of the customer service we provide. At times this can be a disadvantage to our crews dealing with multiple high stress calls, but it can also work in our favour to build positive feedback from the public eye. Always remain aware that what you say or do is likely being recorded.

As with any committee, we again saw changes to our group in 2013 when Brad Mee retired from the PCC Committee, Fire Rep, Normand Beauchamp resigned his position and Mr. Ben White joined the committee. In addition, we were impacted as a group when Executive Director/ Registrar Sheri Hupp left to accept a new and challenging position in her field of law. However, I am pleased to say that Jacqueline Messer-Lepage has successfully been able to fill this void, often providing our committee with knowledge and insight in our governance policies.

Allegations Reported in 2013	
Professional Misconduct	
Failed to call for an ALS intercept	
Failed to document critical information on patient care report	
Breached an order of the Discipline Committee	
Fell asleep while caring for a patient	
Allowed a patient under their care to exit the ambulance late at night while intoxicated after offering to provide a ride home	
Allowed a grossly intoxicated patient under their care to lie on the ground outside the ambulance while waiting for police to transport the patient to cells	
Contravened the narcotic control act	
Inappropriate use of the title EMR	
Monitored a medication outside of scope of practice	
Failed to administer appropriate dose of medication to a patient when indicated	
Was rude, unprofessional and inappropriate in the way they spoke and acted	
Was self-administering Entonox (2)	
Professional Incompetence	
Failed to properly spinal immobilize a patient	

As we look toward 2014, I would like to thank my fellow committee members Barry Szeles (who, like myself, is retiring from the committee), Kirby Johns, and Ben White for their dedication and commitment to the challenging work and decisions the PCC has faced. A huge thank you is also extended to Sheri Hupp, Dale Backlin and Jacqueline Messer-Lepage for the encouragement, advice, and guidance each of you have provided to us throughout the year.

Most of all, as I say my final farewell as Chairperson of the Professional Conduct Committee, I would like to thank you the membership for challenging us to realize that “good enough isn’t good enough”, and helping us to recognize that we all have a role to play in making the Saskatchewan College of Paramedics the college we believe it can be. Thank you for six years of priceless education and experience!

Kathy Christmann
Chair

Legislation and Bylaws Committee

The work of the Legislation and Bylaws Committee is focused primarily on the review and development of legislation, bylaws and policies governing the regulatory activity of the College. This committee is also responsible for proactively identifying potential opportunities to amend *The Paramedics Act* and corresponding bylaws to support the College mandate, vision and values. On an annual basis, the committee receives and prepares resolutions received from members for consideration at the Annual General Meeting.

Over this last year, the Committee reviewed and amended a number of policy documents in an effort to improve clarity and/or ensure consistency. The following is a summary of the key items amended and subsequently approved by Council:

- Licencing and Registration: clarification regarding extension of restricted licences and return of member cards.
- Equivalency Review: amended to address the lack of Intermediate Care Paramedic (ICP) training and exam.
- Licences and Certificate Equivalence: clarification regarding Advanced Care Paramedic (ACP) student licence.
- Licencing Exams: clarification regarding labour mobility change of status.
- Assets: policy updated to include amortization and clarify the reserved fund policy.
- Executive Director Terms of Employment: clarification respecting performance pay.

Once again, I would like to thank the members of the committee for their commitment and hard work over the past year.

Derek Dagenais
Chair

Chair: Derek Dagenais, President
of Council

Members: Marie Stimson,
Lennie Davies, Wayne Therres

**Public Representative on
Council:** James Struthers, O.C.

Corporate Profile

Vision

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

Mission

To serve and protect the public through registering, licencing, 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.



Jacqueline
Messer-Lepage
Executive Director /
Registrar



Dale Backlin
Deputy Registrar /
Investigations & Research
Coordinator



Louise Durnford
Office Manager



Mandy Eckhart
Administrative Assistant



Collette Parks
Communications
Coordinator

SASKATCHEWAN COLLEGE OF PARAMEDICS

Financial Statements

Year Ended December 31, 2013

Management's Responsibility for Financial Reporting

The financial statements of Saskatchewan College of Paramedics have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. These statements include certain amounts based on management's estimates and judgments. Management has determined such amounts based on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects.

The integrity and reliability of Saskatchewan College of Paramedics reporting systems are achieved through the use of formal policies and procedures, the careful selection of employees and an appropriate division of responsibilities. These systems are designed to provide reasonable assurance that the financial information is reliable and accurate.

The Council is responsible for ensuring that management fulfills its responsibility for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Council carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Council and meets periodically with management and the auditors to review significant accounting, reporting and internal control matters. Following its review of the financial statements and discussions with the auditors, the Audit Committee reports to the Council prior to its approval of the financial statements. The Committee also considers, for review by the Council and approval by the members, the engagement or re-appointment of the external auditors.

The financial statements have been audited on behalf of the members by Mintz & Wallace Chartered Accountants LLP, in accordance with Canadian generally accepted auditing standards.



Executive Director



Vice President/Chair of Audit
Committee

Regina, Sask
April 01, 2014

INDEPENDENT AUDITOR'S REPORT

To the Members of Saskatchewan College of Paramedics

We have audited the accompanying financial statements of Saskatchewan College of Paramedics, which comprise the statement of financial position as at December 31, 2013 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

(continues)

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan College of Paramedics as at December 31, 2013 and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.



Regina, Saskatchewan
April 1, 2014

Mintz & Wallace
Chartered Accountants LLP

SASKATCHEWAN COLLEGE OF PARAMEDICS

Statement of Financial Position

December 31, 2013

	2013	2012
ASSETS		
CURRENT		
Cash	\$ 1,666,749	\$ 1,668,826
Restricted fund assets (Note 3)	446,418	73,871
Accounts receivable	4,075	1,150
Prepaid expenses	46,012	17,993
	<u>2,163,254</u>	<u>1,761,840</u>
CAPITAL ASSETS (Note 5)	28,922	25,899
INTANGIBLE ASSETS - SOFTWARE (Note 6)	102,789	140,002
	<u>\$ 2,294,965</u>	<u>\$ 1,927,741</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 16,349	\$ 54,337
Wages payable	29,090	23,360
Employee deductions payable	12,579	11,128
Deferred membership fees	860,230	851,015
	<u>918,248</u>	<u>939,840</u>
NET ASSETS		
General fund	930,299	741,901
Restricted funds (Note 7)	446,418	246,000
	<u>1,376,717</u>	<u>987,901</u>
	<u>\$ 2,294,965</u>	<u>\$ 1,927,741</u>

ON BEHALF OF THE COUNCIL



Director



Director

See accompanying notes

SASKATCHEWAN COLLEGE OF PARAMEDICS

Statement of Revenues and Expenditures

Year Ended December 31, 2013

	2013	2012
REVENUES		
Memberships	\$ 957,476	\$ 917,654
Processing fees	101,905	97,570
Other revenues	12,845	9,701
Sponsorships	2,580	-
Investment income	17,653	14,281
	<u>1,092,459</u>	<u>1,039,206</u>
EXPENDITURES		
Accounting, audit and legal	42,009	30,440
Amortization	9,683	11,553
Amortization of intangible assets	37,213	37,213
Bank charges and interest	20,615	23,310
Committee expenditures	5,785	8,473
Consulting fees	23,546	64,693
Council expenditures	20,420	17,081
Insurance	3,416	2,497
Legal fees - PCC and discipline	17,098	49,071
Licensing exams	4,695	16,260
Memberships	7,602	11,519
Occupancy costs	39,457	34,218
Office costs	10,212	9,404
Office equipment and rentals	7,426	7,100
Postage and courier	4,226	6,020
Printing	1,453	1,836
Repairs and maintenance	9,799	7,274
Staff travel and training	14,873	10,925
Telephone	11,902	11,107
Wages and benefits	412,213	358,444
	<u>703,643</u>	<u>718,438</u>
EXCESS OF REVENUES OVER EXPENDITURES	<u>\$ 388,816</u>	<u>\$ 320,768</u>

See accompanying notes

SASKATCHEWAN COLLEGE OF PARAMEDICS

Statement of Changes in Net Assets

Year Ended December 31, 2013

	General Fund	Restricted Funds	2013	2012
NET ASSETS - BEGINNING OF YEAR	\$ 741,901	\$ 246,000	\$ 987,901	\$ 667,133
Excess of revenues over expenditures	384,703	4,113	388,816	320,768
Transfers (<i>Note 7</i>)	(196,305)	196,305	-	-
NET ASSETS - END OF YEAR	\$ 930,299	\$ 446,418	\$ 1,376,717	\$ 987,901

See accompanying notes

SASKATCHEWAN COLLEGE OF PARAMEDICS

Statement of Cash Flows

Year Ended December 31, 2013

	2013	2012
OPERATING ACTIVITIES		
Excess of revenues over expenditures	\$ 388,816	\$ 320,768
Item not affecting cash:		
Amortization	46,896	48,766
	<u>435,712</u>	<u>369,534</u>
Changes in non-cash working capital:		
Accounts receivable	(2,925)	41,470
Accounts payable	(37,986)	23,393
Deferred membership fees	9,215	52,162
Prepaid expenses	(28,019)	(10,044)
Wages payable	5,730	1,151
Employee deductions payable	1,451	4,819
	<u>(52,534)</u>	<u>112,951</u>
Cash flow from operating activities	<u>383,178</u>	<u>482,485</u>
INVESTING ACTIVITIES		
Purchase of capital assets	(12,708)	(39,147)
Net investment activity	(372,547)	30,615
Cash flow used by investing activities	<u>(385,255)</u>	<u>(8,532)</u>
INCREASE (DECREASE) IN CASH FLOW	(2,077)	473,953
CASH - BEGINNING OF YEAR	1,668,826	1,194,873
CASH - END OF YEAR	\$ 1,666,749	\$ 1,668,826

See accompanying notes

SASKATCHEWAN COLLEGE OF PARAMEDICS

Notes to Financial Statements

Year Ended December 31, 2013

1. NATURE OF OPERATIONS

Saskatchewan College of Paramedics is established under the Paramedics Act of Saskatchewan. The College is a registered not-for-profit and is exempt from income taxes. The College is a self-regulatory body who administer the membership qualifications for practicing paramedics in Saskatchewan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

These financial statements are presented in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Revenue recognition and fund accounting

The College uses fund accounting and has the following funds:

General Fund

The General Fund reports the results of day- to-day operations of the College.

Restricted Funds

The Council has internally restricted the following funds:

- a) Contingency fund - reports money set aside to provide for assistance to operations in the event of unforeseen circumstances.
- b) Legal fund - reports money set aside to provide for assistance to operations for unusual legal issues effecting the members.
- c) Capital reserve - reports money set aside for future capital purchases.
- d) Projects fund - reports money set aside for future major projects that are outside the scope of the normal day-to-day operations of the College.

Members are required to hold an annual membership license. The membership fees are recognized in the year in which the memberships are valid. A pro-rated fee is charged in the year of initiation.

Processing fees and other revenues are recognized in the year the service is provided. Investment income is recognized in the year earned.

Contributions are recognized using the deferral method where restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Donated capital assets are recognized if the fair value can be reasonably estimated and amortized at the same rate as the asset.

(continues)

SASKATCHEWAN COLLEGE OF PARAMEDICS

Notes to Financial Statements

Year Ended December 31, 2013

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

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Capital assets

Capital assets are stated at cost less accumulated amortization and are amortized over their estimated useful lives at the following rates and methods. In the year of acquisition only a half-year of amortization is taken.

Equipment	20%	declining balance method
Computer equipment	30%	declining balance method
Furniture and fixtures	20%	declining balance method
Leasehold improvements	5 years	straight-line method

The College regularly reviews its capital assets to eliminate obsolete items.

Intangible assets

The software license rights and trademarks are being amortized on a straight-line basis over their estimated useful lives of five years.

3. RESTRICTED FUND ASSETS

	2013	2012
Cash	\$ 294,862	\$ -
Term deposit - 2.00% maturing 5/27/2015	50,597	-
Term deposit - 2.30% maturing 5/20/2013	-	73,871
Term deposit - 2.00% maturing 7/09/2015	100,959	-
	<u>\$ 446,418</u>	<u>\$ 73,871</u>

4. LINE OF CREDIT

The College has a \$200,000 operating line of credit of which none was drawn as at December 31, 2013. Bank advances on the line of credit bear interest at 5.0%.

SASKATCHEWAN COLLEGE OF PARAMEDICS

Notes to Financial Statements

Year Ended December 31, 2013

5. CAPITAL ASSETS

	Cost	Accumulated amortization	2013 Net book value	2012 Net book value
Equipment	\$ 8,714	\$ 2,339	\$ 6,375	\$ 2,987
Computer equipment	29,635	16,903	12,732	11,804
Furniture and fixtures	17,277	7,585	9,692	8,717
Leasehold improvements	21,440	21,317	123	2,391
	<u>\$ 77,066</u>	<u>\$ 48,144</u>	<u>\$ 28,922</u>	<u>\$ 25,899</u>

6. INTANGIBLE ASSETS - SOFTWARE

	2013	2012
Computer software and registry system	\$ 186,065	\$ 186,065
Accumulated amortization	(83,276)	(46,063)
	<u>\$ 102,789</u>	<u>\$ 140,002</u>

7. RESTRICTED FUNDS

	Opening	Interest Income	Transfer from(to) General Fund	2013
Contingency fund	\$ 70,000	\$ -	\$ 20,000	\$ 90,000
Legal fund	125,000	-	75,000	200,000
Capital reserve	21,000	-	60,000	81,000
Projects fund	30,000	-	40,000	70,000
Unallocated restricted fund	-	4,113	1,305	5,418
	<u>\$ 246,000</u>	<u>\$ 4,113</u>	<u>\$ 196,305</u>	<u>\$ 446,418</u>

Investment income earned on the restricted funds is not allocated to the particular funds as it is available to all funds when required.

SASKATCHEWAN COLLEGE OF PARAMEDICS

Notes to Financial Statements

Year Ended December 31, 2013

8. CONTRACTUAL OBLIGATIONS

The College has contractual obligations for office equipment which expires between March 2014 to December 2015. As well the College has a lease commitment for rental of premises of \$1,785 per month expiring November 2014.

	Office Equipment	Premises Rental	Total Column
2014	\$ 3,572	\$ 19,635	\$ 23,207
2015	1,404	-	1,404
	<u>\$ 4,976</u>	<u>\$ 19,635</u>	<u>\$ 24,611</u>

9. FINANCIAL INSTRUMENTS

The College is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the College's risk exposure and concentration as of December 31, 2013.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The College is not exposed to credit risks as the due date for membership renewal is a month before membership expires and members must renew their memberships to remain in good standing with the college.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The College is exposed to this risk mainly in respect of its receipt of funds from its members and other related sources, and accounts payable. Through budgetary and other fiscal management it is management's opinion that the College does not have significant exposure to liquidity risk.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the College manages exposure through its normal operating and financing activities. The College is exposed to interest rate risk primarily through its rates on invested funds. As the College does not have any external commitments imposed on the earnings of the restricted funds, their exposure to this risk is minimal.