



Saskatchewan College of Paramedics 2017 Annual Report



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About the Saskatchewan College of Paramedics

The Saskatchewan College of Paramedics (SCoP) is a regulatory body that was established in 2008 by The Paramedics Act. The title of paramedic is a protected term, and any paramedics working or volunteering in Saskatchewan must be registered as a member with SCoP.

There are currently five licence levels in Saskatchewan, each with their own educational requirements and scope of practice. The levels are: EMR (Emergency Medical Responder), EMT/PCP (Emergency Medical Technician / Primary Care Paramedic 2001 NOCP), PCP 2011 NOCP, ICP (Intermediate Care Paramedic), and ACP (Advanced Care Paramedic).

Paramedicine is a self-regulating profession in Saskatchewan. SCoP is governed by a Council and committees made up of members and public representatives.

The mandate of SCoP is protection of the public.

2016 – 2017 SCoP Council

President

Jason Trask, ACP

Vice President

Bill Fischer, ACP

Members-at-Large

Kyle Sereda, ACP

Kael Irvine (Fire), PCP 2011

Aris Scott, ACP

Angela Graham, ACP

Public Representatives

Betty Hoffart, FCPA, FCMA

Tom Janisch

Olumide Adetunji, LL.B, LL.M



**SASKATCHEWAN
COLLEGE OF
PARAMEDICS**

Message from the President

Jason Trask, ACP

President



2017-18 has been a year filled with accomplishment, change, challenge, and new beginnings for the Saskatchewan College of Paramedics (SCoP). Your Council along with our office team worked diligently to fulfil our mandate to the public and our members. Through collaboration, following our strategic plan, and the efforts of the many people that support the College, we continue to successfully perform our regulatory duties.

“The power and responsibility of self-regulation is something that has been bestowed upon paramedics by our province and its people. I hope you recognize the significant responsibility that comes with this privilege.”

This year saw many success stories for our College. We are just finishing up the successful implementation of the new Critical Care Paramedic (CCP) licence level for our members. This will both enable the College to ensure training requirements and ongoing education is in place to support the increased skill sets of those paramedics working for the public in critical care environments. It will also recognize the additional skill sets and training of our CCP

team. We are the 4th jurisdiction in Canada to implement this much needed licence level.

We have also been working to ensure that the scope and skills of paramedics in Saskatchewan meets the system needs. During the past year through evidence-based review, our members have submitted many new protocols to your Paramedic Practice Committee (PPC). Approximately 20 new medications and procedures have been approved for use by paramedics over this past year. This committee works to provide patient and family-centred care in the province, and through our protocols we ensure that our paramedics can safely provide care to those we serve in both rural and urban environments. The College has also started a protocol development webpage in order for members to see what opportunities are available for collaboration. This will support the advancement of new ideas and support stronger submissions in general.

The College continues to hear the great impact our community paramedics are having in both rural and urban settings. This is an area of great growth and opportunity for patients and the profession, and we are continually adapting to this changing responsibility. We look forward to recognizing this role more formally in the near future.

In terms of College operations, we also experienced significant change in the office over the past year. Early in 2018, we relocated the SCoP head office to a new location in Regina. This was due in part to changes in our lease agreement by our landlord.

The College was fortunate to have been presented with an opportunity to co-locate with the Saskatchewan Professional Teachers Regulatory Board (SPTRB). In our new location we have access to more space, maintain our current sublease partnerships from our past location, and also gain the opportunity for closer collaboration with another regulatory organization. This move was also necessary in response to an overall decrease in membership numbers within the fire sector. With the significant change in revenue, the College felt that it was essential to seek out opportunities for greater efficiency and to leverage economies of scale where possible.

The power and responsibility of self-regulation is something that has been bestowed upon paramedics by our province and its people. I hope you recognize the significant responsibility that comes with this privilege. We have been able to accomplish so many things from our ability to self-regulate. I would ask all members to support the College by participating in committees, Council, voting, and attending our annual general meeting (AGM). There is substantial value in your contribution, and the power to change the future of the ever-evolving world of paramedicine in Saskatchewan should be embraced. We have a great team that supports our mandate to serve and protect the public and I want to thank everyone that supports the College in its duties.

Thank you for all you do for our patients, the paramedic community, and our province.

Jason Trask
President



Photo: Parkland Ambulance

Report of the Executive Director

Jacqueline Messer-Lepage

Executive Director



Why?

The single most important role that The Saskatchewan College of Paramedics (SCoP) plays is one of stewardship; stewardship of the patients receiving care from our members, and stewardship of the members themselves, as we believe that healthy practitioners are well positioned to provide optimal patient care.

Maintenance of operational and fiscal effectiveness is fundamental to the achievement of our stewardship goals. Partnerships and collaborative efforts underpin SCoP's organizational effectiveness. Linkage between agencies generates significant benefit for both patients and providers in terms of maximizing collaborative models of care and economies of scale.

How?

The work of the College is linked to its mandate through a strategic plan that is renewed annually and spans 1-3 years. As in past years, the College continues to operate based on a principle of ensuring that priorities are broadly aligned with that of the health system.

During the 2017 year SCoP continued to prioritize activities based on the key strategic goals identified in the previous year. Council used the high level metrics as a point of reference for measuring performance and progress. Based on the plan, key accomplishments were summarized under each goal.

Impending changes to the governance and structure of health service delivery in the

province triggered a review of our own strategic direction and approach. Early in the 2018 year, the College will once again revisit and update its strategic goals to reflect the changes within the system.

The 2017 goals and outcomes are as follows:

Goal 1: Enhance the paramedic role and professional development in order to be relevant in the health system

High Level Metrics:

- Professional development is targeted to address health system needs and relevant areas
- Percentage of Paramedics qualified and competent to practice in current and evolving roles
- Percentage of paramedics who are engaging in community roles or non-traditional roles
- Percentage of paramedics who say they are competent and confident to practice in new roles

2017 Outcomes:

- Successfully licenced 1786 practicing and 262 non-practicing members;
- Formalization of a research partnership with Saskatchewan Polytechnic;
- Preparation and submission of 3 grant funding applications (2 approved);
- Member and public engagement project: grant application; completion of project plan; project launched;
- Advanced protocol and scope of practice changes for approval by the College of Physicians and Surgeons of Saskatchewan (CPSS); received approval and implemented changes;
- Continued data collection regarding electronic health record pilot project (partnership with eHealth Saskatchewan);
- Managed 19 professional conduct complaints;
- Conducted 2 Discipline hearings;
- New and ongoing committee involvement:
 - Canadian Organization of Paramedic Regulators (COPR), Treasurer and Past-President;
 - Canadian Medical Association Accreditation Survey Team (regulatory representative);
 - Saskatchewan Polytechnic Program Review Committee and Community Paramedic Program Development Committee;
 - Vice-Chair, Regulatory Agency Administration Committee, Council on Licensure, Enforcement and Regulation (CLEAR);
 - National Occupational Competency Profile Re-development Committee;
 - Co-Chair COPR Information Sharing Working Group: ongoing inter-jurisdictional survey and data collection regarding competency, qualification, and assessment; and
 - Network for Inter-professional Regulatory Organizations (NIRO).

Goal 2: Strengthen processes for evaluating applicants (labour mobility)

High Level Metrics:

- Strong evaluation tools are in place to evaluate Out of Province applicants
- Out of Province paramedics have the current competencies and qualifications to practice
- Safe practice to the public is provided by Out of Province applicants
- Out of Province applicants are registered in a timely fashion

2017 Outcomes:

- Submission of grant application through the Ministry of Economy to support the development of a foreign trained applicant (FTA) portal (approved);
- Development and launch of a "Foreign Trained Applicant" portal for online screening and application;
- Formalization of an agreement to provide access to the national paramedic examinations and licensure for paramedic students training in Qatar at the College of the North Atlantic;
- Confirmation and implementation of revised competency assessment processes for out of province applicants; and
- Confirmation of Critical Care Paramedic and Community Paramedicine competency requirements.





Photo: Marshall's Ambulance

Goal 3: Improve Stakeholder engagement (Public, Member, Ministry of Health (MoH), National)

a. High Level Metrics: Public

- A baseline of public awareness and understanding of the role of the paramedic is established
- Increase % of public that say they understand the role of the paramedic in healthcare
- % of public who have encountered a paramedic and were satisfied or extremely satisfied with their experience

- International publication: publication of article in an international journal with a distribution of 380K+

b. High Level Metrics: Member

- A baseline of membership engagement, expectation, experience is established
- Increase % of members who say SCoP meets their expectations, and provides value for their membership

2017 Outcomes:

- Submission of Critical Care Paramedic bylaw changes to the Ministry of Health (approved);

- o Completion of Community Paramedicine competency evaluation;

c. High Level Metrics: MoH

- o Meaningful relationships beyond Acute & Emergency Services Branch (AESB) are established with other branches.
- o SCoP & members are invited to participate in strategic discussions, provincial planning tables or committees related to healthcare service delivery improvements

2017 Outcomes:

- o Completion and re-submission of legislative proposal (Section 23) to the Ministry of Health for consideration;

d. High Level Metrics: National

- o SCoP is viewed as a key influence/decision-maker at the National level - SCoP is at the table for strategic conversations.
- o SCoP reputation and brand are identifiable nationally/internationally

2017 Outcomes:

- o National and International Committee Membership:
 - o COPR Treasurer and Past-President;
 - o COPR Committees: Examination; Information Sharing Working Group;
 - o International Roundtable on Community Paramedicine (IRCP) Program Committee;
 - o CLEAR Committees: (Vice-Chairperson) Regulatory Agency Administration; Entry to Practice; Program Proposal Review; Executive Leadership; and International Relations;

- o National Occupational Competency Profile Re-development Committee;
- o Canadian Medical Association Paramedic Program Accreditation: team member;
- o International Roundtable on Community Paramedicine (IRCP): Conference presenter;
- o Paramedic Association of Canada Expo (PACE) Self-Regulation Workshop: panel presenter;
- o Saskatchewan Institute of Health Leadership (SIHL): guest lecturer;
- o International:
 - o Presentation: Regulatory and practice issues relating to medical assistance in dying; and
 - o Publication: publication of article in an international journal with a distribution of 380K+.

Goal 4: Strengthen Organization sustainability

e. High Level Metrics: Finance

- o Budget is balanced - actual is within 5% or less of budgeted
- o Percentage increase of revenue sources from new sources

2017 Outcomes:

- o Development and implementation of balanced budget for 2017/2018/2019;
- o Development of balanced contingency budget in response to reduction in revenue;
- o Launched investment strategy;
- o Identified and pursued grant opportunities to support College research initiatives;
- o Received funding from the Ministry of the Economy (30K) to complete phase 2 of the Foreign Trained Applicant portal project;

- Finalized relocation: located new office space in response to landlord decision to terminate lease; identified space sharing opportunity with the Saskatchewan Professional Teachers Regulatory Board (relocation January 2018);

f. High Level Metrics: Human Resources (HR)

- In 3-years all HR policies are in place and current
- 100% of staff have a professional development plans in place
- There is a succession plan and business continuity plan in place

2017 Outcomes:

- Staff work plans/professional development plans in place;
- Initiated cross-training of staff; business continuity planning ongoing;
- Risk monitoring (ongoing): based on SCoP Risk Management Framework;
- Completion of Saskatchewan Institute of Health Leadership program (Deputy Registrar)
- Completion of National Certified Investigator and Inspector Training Basic (2 staff members)
- Completion of Saskatchewan Patient Oriented Research Training Modules 1 & 2 (3 staff members)
- Completion of Pallium Canada Learning Essentials to Palliative Care (LEAP) Paramedic program (Executive Director/Registrar)

g. High Level Metrics: Governance

- In 3 years, 100% of policies have been reviewed and are relevant/up to date, with an ongoing review cycle in place; governance policies

have been separated from operational policies

- Board orientation and committee structure has been reviewed and reflects modern governance practices
- There is a Board succession plan that engages more members in leadership roles

2017 Outcomes:

- Policy review completed
- Board orientation materials updated
- Council and Committee succession review completed

h. High Level Metrics: Decision-making

- Outcome measures established and appropriate data sources secured to capture relevant information; and
- Systems established to capture clinical data to enhance decision-making.

2017 Outcomes:

- Identification of data set requirements and initiated data collection to inform College decision-making; and
- Implementation of technology changes to support data collection requirements.

i. High Level Metrics: Risk

- Strengthen and maintain robust risk management strategies (internal and external risk)

2017 Outcomes:

- Completion of renewal upgrade requirements;
- Completion of Foreign Trained Applicant portal project; and
- Response to Office of the Information and Privacy Commissioner review.

WHAT? The work of the College is focused on ensuring that patients receive the care they need; that the care provided is safe; and that the community understands the responsibility that the College undertakes on their behalf.

In 2016/2017, the College identified a gap in terms of patient collaboration, and acknowledged that this important perspective was essential to our work. As such, we engaged several key patient advisors to help us to focus our efforts. Moving forward research work conducted by the College will incorporate a role for patient advisors.

Over the year, SCoP also continued to pursue partnerships and opportunities to collaborate on national and international initiatives. The College was able to leverage the resources and talents of skilled individuals and organizations

throughout the world to support our own regulatory advancement (policy changes, bylaw development, emerging issue management, etc.).

Lastly, it is important to note that the College was only able to meet its obligations through the significant contributions of volunteers – both public and members. The guidance provided by these individuals is reflected daily in the quality of our work at the College, and competency of our practitioners in the field.

I look to 2018 with excitement for the opportunities that will most certainly arise within a renewed health system!

Respectfully submitted,

Jacqueline Messer-Lepage
Executive Director



Three Year Budget



	2017 Actual	2018 Budget	2019 Forecast	2020 Forecast
Revenues				
Licence Fees	\$1,010,201	\$920,830	\$900,500	\$922,000
Other Registration Fees	44,770	38,000	38,000	38,000
Licencing Exam and Equivalency Assessment Fees	38,400	32,000	32,000	32,000
Fines and Orders for Costs	500	0	0	0
Rental Income	26,400	31,200	31,200	31,200
Other Revenue	<u>62,635</u>	<u>27,000</u>	<u>27,000</u>	<u>27,000</u>
TOTAL REVENUE	\$1,182,906	\$1,049,030	\$1,028,700	\$1,050,200
Expenditures				
Accounting, Audit, Legal, Insurance and Payroll Service	\$17,315	\$19,600	\$25,830	\$27,121
Legal Fees - PCC and Discipline	65,799	50,000	50,000	50,000
Licencing Exam and Equivalency Assessments	4,040	7,900	7,900	7,900
Consulting and IT Support	144,418	113,000	88,000	87,000
Memberships	12,273	15,000	15,000	15,000
Wages, Benefits, Staff Travel and Training (includes staff membership dues)	592,365	603,126	614,454	626,007
Council Expenditures Including AGM	12,553	20,000	20,000	20,000
Committee Expenses	4,845	17,050	17,050	17,050
Office Expenses and Advertising	30,136	29,600	29,600	29,600
Telephone	12,992	15,600	15,600	15,600
Rent, Occupancy Costs and Maintenance	130,976	97,000	97,000	97,000
Bank Charges and Interest Expenses	45,219	35,000	35,000	35,000
Amortization Expense	33,034	50,000	45,000	42,500
TOTAL EXPENSES	\$1,105,965	\$1,072,876	\$1,060,434	\$1,069,778
NET INCOME	\$76,941	(\$23,846)	(\$31,734)	(\$19,578)

SCoP Reserve Funds



		SCoP Reserve Funds					
Contribution to or Expenditure from Reserve		Legal	Contingency	Capital	Registry	Projects	R & D
2009	Contribution: \$65,000	\$25,000	\$10,000		\$30,000		
2010	Contribution: \$90,000	\$25,000	\$10,000	\$5,000	\$50,000		
2011	Contribution: \$171,000	\$75,000	\$50,000	\$16,000		\$30,000	
	Expenditure: \$80,000.00 for Registry system				(\$80,000)		
2012	Contribution: \$195,000	\$75,000	\$20,000	\$60,000		\$40,000	
2013	Contribution: \$135,000.00	\$53,000	\$33,000	\$19,000		\$30,000	
	Expenditure: \$30,000.00 for revamping of the protocol manual project (proposed)					Was not required	
2014	Contribution: \$319,000	\$47,000	\$77,000	\$60,000		\$50,000	\$85,000
	Leasehold Improvements \$50,000 (proposed)					Was not required	
2015	Contribution: Surplus kept in retained earnings – legal contingency						
	Expenditure: Server, computers, projector and screen			(18,790)			
2016	Expenditure: Registry upgrade project			(102,770)			
2017	Contribution:			\$102,770			\$15,000
Total estimated in Reserve at end of 2017		\$300,000	\$200,000	\$141,210	\$0	\$150,000	\$100,000
Unallocated restricted funds: \$46,395 (interest income)							

Report of the Registrar



The College continues to operate with a stable membership base. As of December 31, 2017, we had registered 2,048 members throughout the year, comparing to 2,259 in 2016 and 2,263 members in 2015. Member numbers have declined slightly as requirements for some fire services have changed, but continue to remain healthy as new graduates and labour mobility candidates continue to join us for the first time.

The 2017 year built upon the success of a major upgrade of the registry system, website, and renewal processes in 2016. Investments in technology continue to transform the registration experience for members and staff.

Members have direct access to more of their licence information within their online Member Account, and this information is displayed within application forms such as the annual Renewal Form. Changes to these forms allow members to have a greater understanding of what is required for renewal, which helps avoid incomplete applications, and new data entry processes continue to save significant amounts of staff time.

The cycle time to issue a licence was again improved in 2017, with completed applications approved within 24 hours and the official online member list updated within seconds of approval. Licences were mailed out a little later than usual, in anticipation of changes from the Ministry of Health regarding the discontinuation of Arms numbers, which are no longer listed on licences.

During the annual renewal season, from October through January, SCoP processed close to 2,000 licences for 2018. Approximately 75% were completed before the December 1st deadline, up from the previous year. The

College will continue to encourage members to renew early, and reminds employers to pay early to avoid late penalties. 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]

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

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

This emphasis on meeting all, and not just some, of the renewal requirements was approved by the membership at the 2012



Photo: Saskatchewan Air Ambulance

AGM.

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. Incomplete applications were minimized in 2017, owing to the upgraded Renewal Form.

Members should also be aware that it is their responsibility, and not that of their employer, to complete and submit their own renewal form as it includes legal declarations. Late fees are also the responsibility of the member, not their employer.

In order to assist members in completing their application on time, the College undertook an email communication campaign that started on October 1 of 2017 and continued until mid-December 2017. In October, members were provided with their usernames, instructions for retrieving forgotten passwords, and links to renewal instructions separated by licence level.

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 2018.

In addition to emphasizing the December 1 deadline and the renewal communication campaign, Council again supported an early bird draw for two prepaid VISA cards worth \$250 each.

It is important to note that the quality of applications continues to improve. SCoP 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 2017, SCoP provided web-based help, telephone-based assistance, and continues to provide direct technical support for members struggling with the application technology. The College also

continues to provide workstations and access to a scanner in the office for members to use. Members are becoming more comfortable with the new system and required significantly less help in 2017 than in previous years.

Members at the Primary Care Paramedic (PCP) level continue to upgrade to the 2011 NOCP standard of practice. 120 individuals successfully changed their status to PCP 2011 NOCP in 2017. 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 Responder level.

As for new graduates, SCoP continues to work with the Canadian Organization 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 221 individuals

wrote the national licensing examination over four sittings (186 PCP/35 ACP).

On the Emergency Medical Responder (EMR) side, SCoP continues to deliver the provincial licencing examination with the support of Sask Polytechnic. In 2017, 84 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 better exams.

Jacqueline Messer-Lepage
Registrar



Registration Statistics



Yearly Registration Comparison

	Feb 2018	March 2017	March 2016	Feb 2015	March 2014	Feb 2013	Feb 2012	Feb 2011	Feb 2010
EMR	294	308	331	342	352	380	382	330	312
EMT/PCP	1,249	1,317	1,287	1,269	1,265	1,230	1,175	1,114	1,086
ICP	150	162	176	190	206	219	218	225	218
ACP	371	345	310	293	290	270	238	215	206
Total	2,064	2,132	2,104	2,094	2,113	2,099	2,013	1,884	1,822

Impact of Labour Mobility – Member's Province of Residence

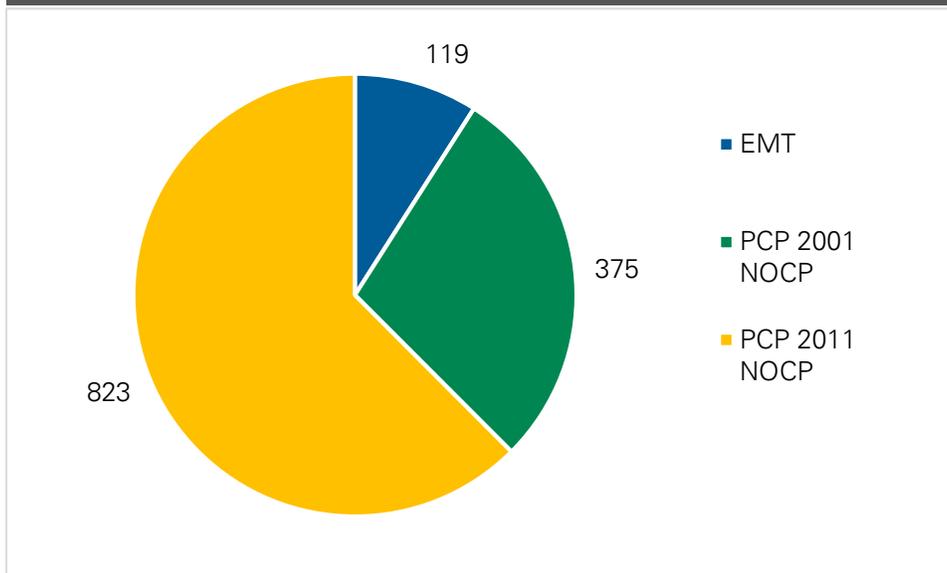
	Feb 2018	March 2017	March 2016	Feb 2015	March 2014	Feb 2013	Feb 2012	Feb 2011	Feb 2010
Alberta	91	87	79	61	60	65	51	22	18
British Columbia	10	7	7	7	6	6	4	1	2
Manitoba	26	22	23	32	30	29	17	12	3
New Brunswick	8	2	2	3	1				
Nova Scotia	7	5	2	1	1				
NWT	3	2	3	4	5	3	4	3	
NL		2	1						
Yukon				1		1	1		
Ontario	11	6	14	19	13	13	7	4	3
Quebec	1	1	1						
Saskatchewan	1,904	1,996	1,990	1,965	1,997	1,982	1,929	1,842	1,796
undisclosed	3	2	1	1					
Total	2,064	2,132	2,104	2,094	2,113	2,099	2,013	1,884	1,822



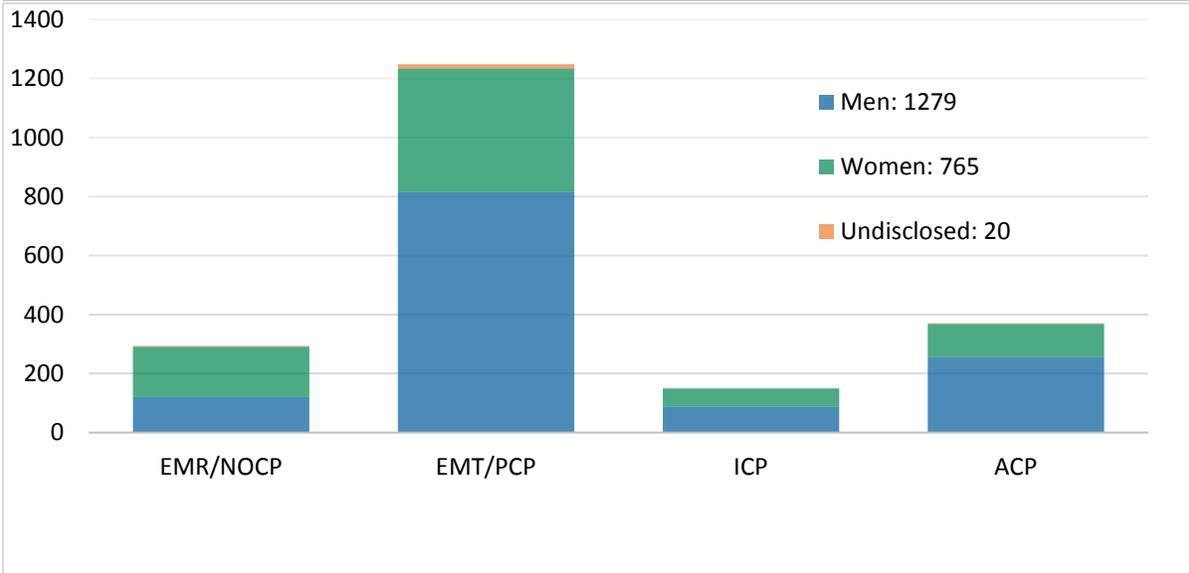
Type of Membership by Classification

	EMR/NOCP	EMT/PCP	ICP	ACP	Total
Practicing	254	1,080	132	335	1,801
Non-practicing	40	169	18	26	263
Total	294	1,249	150	371	2,064

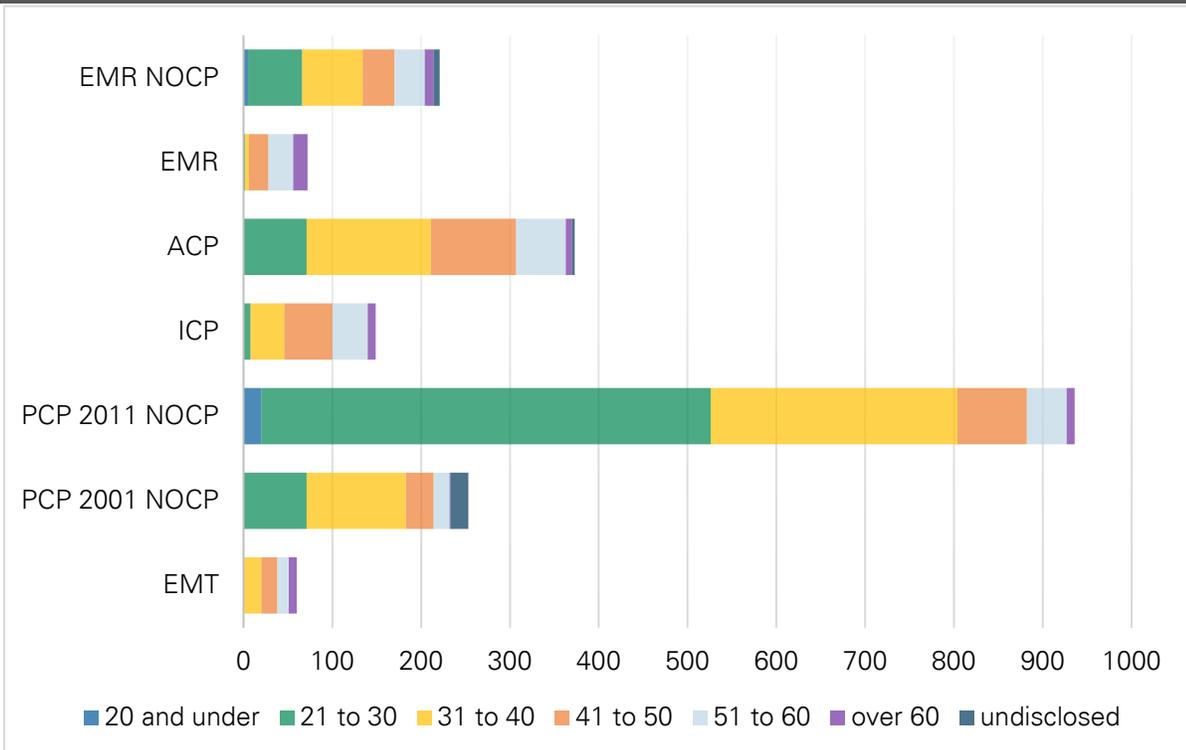
EMT/PCP Members as of February, 2018



Membership by Classification and Gender



Membership by Classification and Age



Committee Reports

The business of the Saskatchewan College of Paramedics is conducted by Committees which have members drawn from practitioners across the province.

The Paramedics Act and the Regulatory and Administrative Bylaws set out the Committee structure of the College, and the composition and key responsibilities of the various committees.

The College Council appoints members to College Committees. Council also appoints each Committee chairperson and establishes a Committee Terms of Reference and budget.

SCoP Committees are:

Executive Committee

Audit Committee

Discipline Committee

Nominations Committee

Education Committee

Legislation and Bylaws Committee

Paramedic Practice Committee

Professional Conduct Committee

Paramedic Practice Committee



A white plastic sign with a red octagonal 'STOP' sign at the top. Below it, the words 'REPORT TO MEDIC' are written in large, bold, black letters. At the bottom, there is a logo for 'TROJAN SAFETY SERVICES' with the phone number '780-567-3440'. The sign is placed in a muddy area with a white GMC truck and other equipment in the background.

TROJAN
SAFETY SERVICES
780-567-3440

Executive Committee Report

Chair: Jason Trask, President of Council

Vice President of Council: Bill Fischer

Council Public Member: Betty Hoffart, FCPA, FCMA



The role of the Executive Committee is to provide oversight and direction of the affairs of the College between Council meetings. The Committee is comprised of three Council members: the President, Vice-President, and one Member-at-Large. During the past year we have altered the committee composition and moved to a public representative instead of a member at large. Council recognizes the value that our public members bring to the table and felt their perspective is an important component given the mandate of the College.

The committee convenes as requested for decisions arising from our Executive Director. As a committee, we provide direction to the Executive Director respecting any Council decision which cannot wait for the next regularly scheduled Council meeting. Decisions made between meetings are reported at each regular Council meeting. The Executive Committee is also responsible for the implementation of personnel policies as they apply to the Executive Director.

Over the past year the executive committee was seldom needed to provide direction or input between Council meetings. We view this as a strength, and as a show of confidence in the ability of our office team.



Jason Trask
Chair

Audit Committee Report

Chair: Bill Fischer, Vice President of Council

Member: A.J. Waldal

Public Representative on Council: Betty Hoffart, FCPA, FCMA



The College faced a number of financial hurdles during the 2017 year. A significant downturn in registered members and the need to relocate the office kept the Executive Director, staff, Council and the Audit committee very busy. Projected budgets were also

reviewed in response to a significant decrease in registered members and subsequent reduction in fees.

The office relocation was driven by a landlord decision not to renew the lease (due to unanticipated changes in building tenancy). That said we were fortunate to have located more suitable office space co-locating with the Saskatchewan Professional Teachers Regulatory Board, at a substantial savings.

Despite these challenges, the financial outlook for the College remains solid. The continued practice of strategic budget planning developed by the Executive Director, staff and the Audit Committee has ensured the continued financial stability of the College. The budget projections have been adjusted with the decrease in registration taken into account.

The initiative to retain a financial advisor was acted on in 2017, and the reserves have been invested under the care of Conexus Credit Union to better manage and maintain the financial health of the College.

As 2018 begins, we will be saying goodbye to our valued public representative Betty Hoffart. Betty has served on Council and the Audit Committee for two terms and has been a strong advisor to the College, particularly on financial matters. We will miss her knowledge and good nature and thank her for her service.



Bill Fischer
Chair

Discipline Committee Report

Chair: Olumide Adetunji, LL.B, LL.M, Public Representative on Council

Members: Chris Warren, Chad McCord, Braden White, Donna Morris, Kathy Christmann, Megan Koskie, Carla Steciuk, Marie Stimson.

Public Representative on Council: Tom Janisch

The Professional Conduct Committee referred two matters to the Discipline Committee in 2017 involving breach of professional responsibilities by members. A 3-member panel of the Discipline Committee heard both matters late last year – one on November 21, 2017, and the other on December 8, 2017. The Discipline Committee’s decision has already been posted in regards to one of the matters, and the other decision is pending.



Olumide Adetunji, LL.B, LL.M
Chair

Nominations Committee Report

Chair: Matt McGurk

Members: Cheryl Solonenko, Nathan Vircavs (Fire Representative)

The Nominations Committee met three times this past year. During our last meeting we put forward committee recommendations; trying to ensure that diverse populations and working environments would all have a voice and representation on the various committees. I am happy to report that all of those who were interested in being involved were utilized.



The Committee made recommendations as follows:

- Four new members were recommended for appointment to the Discipline Committee;
- Four new members were recommended for appointment to the Education Committee;
- One new member and two public representatives were recommended for the Legislation and Bylaws Committee;
- Marie Stimson was recommended as Chair of the Nominations Committee; and
- Two new members and one alternate were recommended for the Professional Conduct Committee.

It should be noted that those serving on the Discipline committee cannot serve on the Professional Conduct Committee and vice versa as it creates a conflict of interest. That being said as your term expires in one of those committees, you would be a valuable asset in the other setting, as you have an understanding of the other perspective so please continue to express your interest. It should also be noted that those expiring their second term are not able to apply for a third consecutive term.

We thank all of those who showed interest this year.



Matt McGurk
Chair



Photo: Moose Jaw & District EMS

Education Committee Report

Chair: Bill Fischer, Vice President of Council

Members: Jason Hutchinson (Fire Representative), Darcy McKay, Julie Braaksma, Tim Hillier, Noel Dunn, Brad Mee, Colin Watt, Jessica Heathcote



The Education Committee held four meetings in 2017 before the AGM, all held by teleconference. The meetings have been scheduled to align with those of the College of Physicians and Surgeons of Saskatchewan (CPSS). Having the Education Committee meetings follow the CPSS meetings allows for a flow of information between the committees.

Most of the work for the committee revolved around the development of training requirements for the implementation of new medications and protocols. Due to workload the committee had to delay work on the instructor endorsement till January and this is still in progress. The committee is planning to bring recommendations forward to Council in September regarding this.

Additionally the Education Committee has embarked on a review of the effectiveness of continuing education. This is being done through environmental scans of the industry, consultations with other regulatory bodies both in and outside the industry and discussions with various stakeholders. The Committee and the College want to be sure that the current model is meeting both the mandate of the College to protect the public and meeting the needs of the member to better maintain currency with new developments and requirements for practice. The need to develop continuing education for the new endorsement and license levels of community paramedic and CCP are in development by the respective committees.

Regarding continuing education, the committee in conjunction with Jen Williams have developed a canned course and CME credit spreadsheet. This was further expanded to an online submission system for con-ed approval. As well the committee brought forward recommendations for approval of con-ed taken in December after registration to be approved for the next registration cycle.

I would like to take this opportunity to thank the committee members for their time and work to make the committee effective for the public and the membership.



Bill Fischer
Chair

Legislation and Bylaws Committee Report

Chair: Jason Trask, President of Council

Members: Terry Hastings, Landon Ullrich, Myron Metanchuk

Public Representative on Council: Olumide Adetunji, LL.B, LL.M



The Legislation and Bylaws Committee identifies options for Council to consider, regarding potential changes to legislation affecting College members or revisions to the *Paramedics Act and Bylaws*. The Committee develops new legislation, reviews existing provisions, and ensures the currency of legislation, bylaws and policies that enact the mandate and promote the vision and values of the College. This committee also receives and prepares for the Annual General Meeting any resolutions from the members.

The Legislation and Bylaws Committee is comprised of five people – three to be drawn from the membership, the President of Council who chairs this committee, and a Public Appointee from Council.

With the Critical Care Paramedic license level resolution being approved at the AGM last year, the committee looked to finalize the changes needed for implementation. A submission was made to the Ministry of Health to approve the bylaw changes required for the new license level. After some minor delays, we are happy to report that the changes to the bylaws were accepted by the government and were implemented at the College.

Work towards recognition of the Community Paramedic endorsement is ongoing and your Legislation and Bylaws Committee looks forward to working through process regarding any potential changes that may be required.



Jason Trask
Chair



Paramedic Practice Committee Report

Chair: Jennifer Williams, Director of Professional Practice & Research, SCoP

Members: Bill Iwabuchi, Donnita Derbyshire, Jason Trask, Darcy McKay, Mike Hengstler, Tim Hillier, Dr. Brad Jamison, Dr. Kamini Premkumar, Dr. Mark Chapelski, Christina Backlin (Ministry of Health), Evan Ulmer (Ministry of Health)

Consultation Group: Kyle Sereda (SEMSA), Len Protz (SAFC), Michael Brenholen (St. John Ambulance), Glen Perchie (EMS Working Group), Noel Dunn (Saskatchewan Polytechnic), William Breen (Industrial-based)

The Paramedic Practice Committee (PPC) is responsible for reviewing scope of practice and protocol proposals, evaluating evidence-based research, and providing the analysis necessary to make recommendations to the Saskatchewan College of Paramedics and the College of Physicians and Surgeons of Saskatchewan.



The PPC meeting dates are set each fall, occurring 3 weeks prior to the College of Physicians and Surgeons Council meetings. This allows for a smoother process for implementing changes to the paramedic scope of practice.

In 2017, Advanced Care Paramedics saw the removal of specific routes of medication administration and a pre-eclampsia/eclampsia protocol. Primary Care Paramedics (2011 NOCP) and higher saw the addition of monitoring of fibrinolytics and N-Acetylcysteine during inter-facility transfers.

The PPC is looking forward to continuing its work in ensuring high-quality and appropriate care to all people of Saskatchewan.



Jennifer Williams
Chair

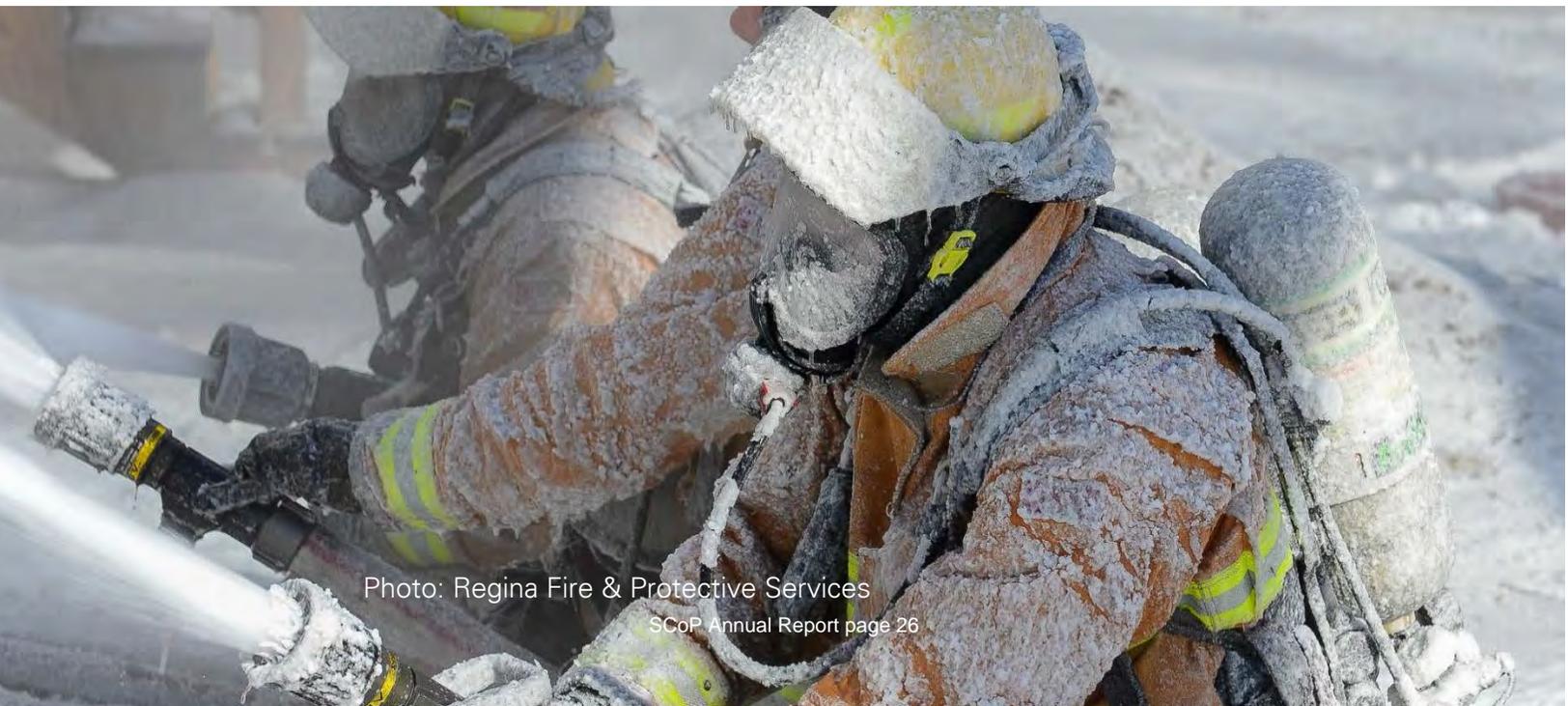


Photo: Regina Fire & Protective Services

Professional Conduct Committee Report

Chair: Nathan Vircavs (Fire Representative)

Members: Duane Fleming, Chris Fay, Sheldon Sept, Ryan Smith (Public Representative)



The Professional Conduct Committee (PCC) is responsible for reviewing and investigating any complaint on a member's conduct or competence. The PCC can dismiss a complaint, offer to enter into a Consensual Conduct Resolution Agreement, or recommend to the Discipline Committee whether further action should be taken or a hearing held in response to the Complaint. The Committee consists of five members appointed by Council.

In 2017, the PCC investigated 19 complaints. Of these 5 were dismissed, 5 were dismissed with a letter of guidance, 4 were resolved through a Consensual Conduct Resolution Agreement and 5 are still open with the investigation in various stages of completion. Investigations take a minimum of 2 months to complete, with the majority taking 4 - 6 months to complete depending on how quickly the necessary information is received.

The PCC continues to see the majority of complaints relating to professional misconduct with 14 investigations involving concerns of members conduct and five relating to concerns of competence.

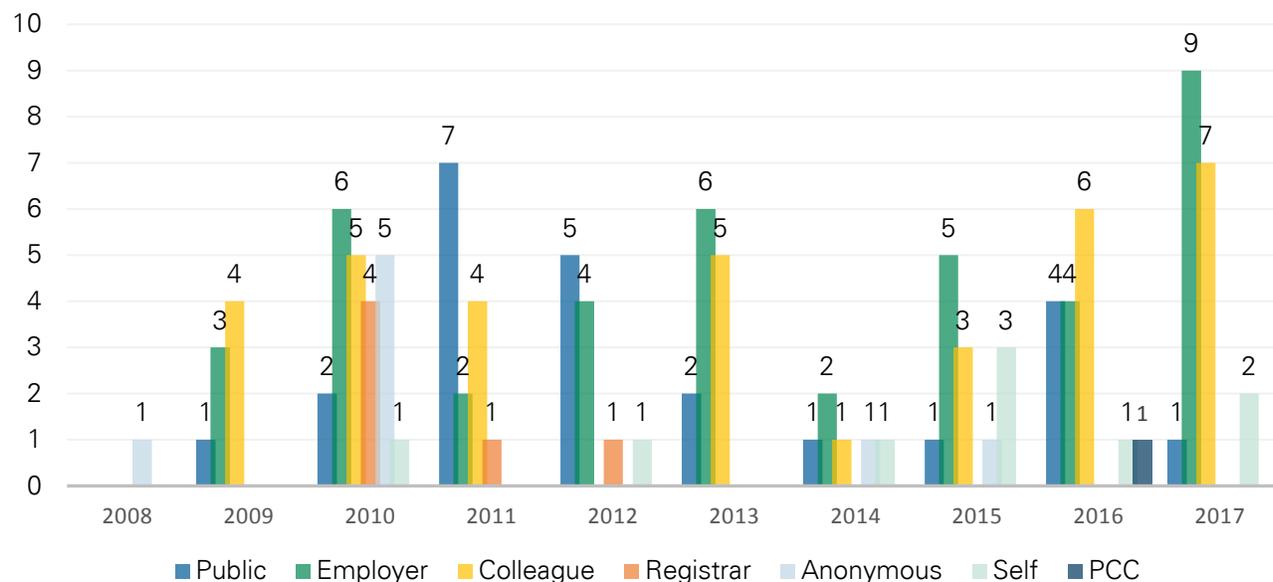


Nathan Vircavs
Chair

Allegations
Reported in
2017

Professional Misconduct
Overly aggressive behaviour to patients/public (5)
Alcohol/drug use
Failure to follow Highways Act
Privacy breach (2)
Failure to report for duty (2)
Falsely using a protected title (EMT, PCP, etc.)
Forgery
Professional Incompetence
Failure to properly treat patients (3)
Working outside scope of practice (3)

Source of Report Trends



Status of Investigations at Year End

	Reported to Deputy Minister of Justice	Remains Under Investigation	Licence Suspension	Referred to Discipline	Consensual Complaint Resolution Agreement	Dismissed with Letter of Guidance	Dismissed
2008						1	
2009				2	1	2	3
2010				5	5	3	11
2011				1	3	2	8
2012						4	7
2013		7	1			2	3
2014	1	1		1		4	1
2015		3		2	1	5	5
2016		1			6	3	5
2017	1	4			4	4	5

SCoP Staff



Jacqueline
Messer-Lepage
Executive Director / Registrar



Louise Durnford
Director of Operations / Deputy
Registrar



Jennifer Williams
Director of Professional
Practice and Research



Collette Parks
Communications
Coordinator



Patti Lewis
Administrative Assistant



Lori Hutchison-
Hunter
Quality Assurance
Officer



Rashed Al-
Mamun
Policy & Research
Analyst

2017 – 2018 SCoP Council



From left to right:
Angela Graham, Olumide Adetunji, Bill Fischer, Jason Trask, Kyle Sereda,
Betty Hoffart. Missing: Tom Janisch, Aris Scott, Kael Irvine

SCoP Mission:

To protect and serve the public interest through regulatory oversight of the paramedic profession.

SCoP Vision:

Collaboratively building a profession that is a continuously engaged partner, and fully utilized in a patient-centred healthcare system.



SASKATCHEWAN COLLEGE OF PARAMEDICS

Financial Statements

Year Ended December 31, 2017

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 MWC Chartered Professional Accountants LLP, in accordance with Canadian generally accepted auditing standards.



Executive Director



Member - Audit Committee

Regina, SK
April 09, 2018



Chartered Professional
Accountants LLP

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, 2017 and the statements of operations, changes in net assets and cash flow 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)

An asset to our clients, not an expense

4561 Parliament Ave, Suite 101, Regina, SK S4W 0G3 ☎306-352-8621 📠306-565-8476 🌐mwc-cpa.ca

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, 2017 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

A handwritten signature in black ink that reads "MWC LLP". The letters are stylized and slanted to the right.

Chartered Professional Accountants

Regina, Saskatchewan
April 9, 2018

SASKATCHEWAN COLLEGE OF PARAMEDICS

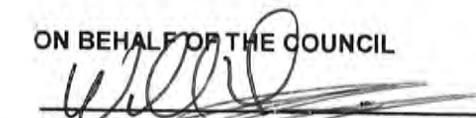
Statement of Financial Position

December 31, 2017

	2017	2016
ASSETS		
CURRENT		
Cash	\$ 1,872,317	\$ 1,892,542
Accounts receivable	25,351	1,973
Prepaid expenses	40,541	67,969
	<u>1,938,209</u>	<u>1,962,484</u>
CAPITAL ASSETS (Note 5)	21,687	24,717
INTANGIBLE ASSETS - SOFTWARE (Note 6)	123,319	92,493
RESTRICTED FUND ASSETS (Note 3)	937,605	900,865
	<u>\$ 3,020,820</u>	<u>\$ 2,980,559</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 21,643	\$ 20,026
Wages payable	46,688	42,907
Employee deductions payable	17,034	12,970
Deferred membership fees	881,463	927,605
	<u>966,828</u>	<u>1,003,508</u>
NET ASSETS		
General fund	1,116,387	1,076,186
Restricted fund (Note 7)	937,605	900,865
	<u>2,053,992</u>	<u>1,977,051</u>
	<u>\$ 3,020,820</u>	<u>\$ 2,980,559</u>

CONTRACTUAL OBLIGATIONS (Note 8)

ON BEHALF OF THE COUNCIL



Director



Director

See accompanying notes

SASKATCHEWAN COLLEGE OF PARAMEDICS

Statement of Operations Year Ended December 31, 2017

	2017	2016
REVENUES		
Memberships	\$ 1,010,201	\$ 965,785
Processing fees	83,170	70,725
Other revenues	29,384	32,992
Grants	30,000	40,000
Investment income	30,151	14,251
	<u>1,182,906</u>	<u>1,123,753</u>
EXPENSES		
Wages and benefits	511,456	479,699
Occupancy costs	130,865	120,001
Registry	78,875	48,484
PCC committee	67,122	65,980
Legal fees - PCC and discipline	65,799	1,031
Consulting fees	58,596	57,568
Bank charges and interest	45,219	35,278
Amortization of intangible assets	26,263	38,640
Staff travel and training	16,019	19,273
Office costs	14,714	12,270
Telephone	12,992	13,659
Council expenditures	12,553	14,093
Memberships	12,273	12,286
Accounting, audit and legal	11,405	14,786
Office equipment and rentals	7,628	7,345
Repairs and maintenance	7,059	8,724
Amortization of capital assets	6,771	8,607
Insurance	5,910	6,179
Licensing exams	4,040	3,570
Postage and courier	5,497	6,990
Committees	2,613	464
Printing	2,296	3,163
	<u>1,105,965</u>	<u>978,090</u>
EXCESS OF REVENUES (EXPENSES)	<u>\$ 76,941</u>	<u>\$ 145,663</u>

See accompanying notes

SASKATCHEWAN COLLEGE OF PARAMEDICS

Statement of Changes in Net Assets

Year Ended December 31, 2017

	General Fund	Restricted Fund (Note 7)	2017	2016
NET ASSETS - BEGINNING OF YEAR	\$ 1,076,186	\$ 900,865	\$ 1,977,051	\$ 1,831,388
EXCESS OF REVENUES (EXPENSES)	55,201	21,740	76,941	145,663
INTERFUND TRANSFER (Note 7)	(15,000)	15,000	-	-
NET ASSETS - END OF YEAR	\$ 1,116,387	\$ 937,605	\$ 2,053,992	\$ 1,977,051

See accompanying notes

SASKATCHEWAN COLLEGE OF PARAMEDICS

Statement of Cash Flow

Year Ended December 31, 2017

	2017	2016
OPERATING ACTIVITIES		
Excess of revenues over expenses	\$ 76,941	\$ 145,663
Items not affecting cash:		
Amortization of capital assets	6,771	8,607
Amortization of intangible assets	26,263	38,640
	<u>109,975</u>	<u>192,910</u>
Changes in non-cash working capital:		
Accounts receivable	(23,378)	41,721
Accounts payable	1,619	4,255
Deferred membership fees	(46,142)	38,870
Prepaid expenses	27,428	(40,723)
Wages payable	3,781	(2,952)
Employee deductions payable	4,064	9,023
	<u>(32,628)</u>	<u>50,194</u>
Cash flow from operating activities	<u>77,347</u>	<u>243,104</u>
INVESTING ACTIVITIES		
Purchase of capital assets	(3,742)	-
Purchase of intangible assets	(57,090)	(102,770)
Transfer to restricted fund assets and reinvested earnings	(36,740)	(5,377)
	<u>(97,572)</u>	<u>(108,147)</u>
Cash flow used by investing activities	<u>(97,572)</u>	<u>(108,147)</u>
INCREASE (DECREASE) IN CASH FLOW	(20,225)	134,957
CASH - BEGINNING OF YEAR	1,892,542	1,757,585
CASH - END OF YEAR	\$ 1,872,317	\$ 1,892,542

See accompanying notes

SASKATCHEWAN COLLEGE OF PARAMEDICS

Notes to Financial Statements

Year Ended December 31, 2017

1. NATURE OF OPERATIONS

Saskatchewan College of Paramedics (the College) 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 which administers the membership qualifications for practicing paramedics in Saskatchewan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

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

Fund accounting

Saskatchewan College of Paramedics reports using fund accounting has the following funds:

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

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 received or 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.
- (e) Research & development fund - reports money set aside for research and development work that supports the public interest, the College vision and mandate, health system developments, and paramedical practice.
- (f) Unallocated restricted fund - funds restricted from use in operations. Allocation to other restricted funds is determined periodically by the Council.

(continues)

SASKATCHEWAN COLLEGE OF PARAMEDICS

Notes to Financial Statements

Year Ended December 31, 2017

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

Revenue Recognition

The College follows the restricted fund method of accounting for contributions, which include grant revenues.

Restricted contributions are recognized as revenue in the year in the applicable restricted fund.

Unrestricted contributions are recognized as revenue of the General fund in the year when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

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 in the related fund.

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.

Financial assets including cash, restricted fund assets and accounts receivable are reported at amortized cost. Investments are recorded at fair market value.

Financial liabilities including accounts payable and accrued liabilities are measured at amortized cost.

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 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

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

Intangible assets

The software license rights are being amortized on a straight-line basis over their estimated useful lives of five years. In the year of acquisition a half-year of amortization is taken.

SASKATCHEWAN COLLEGE OF PARAMEDICS

Notes to Financial Statements

Year Ended December 31, 2017

3. RESTRICTED FUND ASSETS

	<u>2017</u>	<u>2016</u>
High interest savings account	\$ 327	\$ 900,865
Mutual fund	<u>937,278</u>	<u>-</u>
	<u>\$ 937,605</u>	<u>\$ 900,865</u>

4. LINE OF CREDIT

The College has a \$200,000 operating line of credit of which no amount was drawn as at December 31, 2017 (2016 - \$Nil). Bank advances on the line of credit bear interest at 5.200%.

5. CAPITAL ASSETS

	Cost	Accumulated amortization	2017 Net book value	2016 Net book value
Equipment	\$ 12,734	\$ 7,807	\$ 4,927	\$ 6,158
Computer equipment	48,207	37,088	11,119	13,596
Furniture and fixtures	19,134	13,493	5,641	4,963
	<u>\$ 80,075</u>	<u>\$ 58,388</u>	<u>\$ 21,687</u>	<u>\$ 24,717</u>

6. INTANGIBLE ASSETS - SOFTWARE

	<u>2017</u>	<u>2016</u>
Computer software and registry system	\$ 345,924	\$ 288,835
Accumulated amortization	<u>(222,605)</u>	<u>(196,342)</u>
	<u>\$ 123,319</u>	<u>\$ 92,493</u>

SASKATCHEWAN COLLEGE OF PARAMEDICS

Notes to Financial Statements

Year Ended December 31, 2017

7. RESTRICTED FUNDS

	Opening	Interest Income	Transfer	2017
Contingency fund	\$ 200,000	\$ -	\$ -	\$ 200,000
Legal fund	300,000	-	-	300,000
Capital reserve fund	38,440	-	102,770	141,210
Projects fund	150,000	-	-	150,000
Research & development fund	85,000	-	15,000	100,000
Unallocated restricted fund	127,425	21,740	(102,770)	46,395
	<u>\$ 900,865</u>	<u>\$ 21,740</u>	<u>\$ 15,000</u>	<u>\$ 937,605</u>

Transfers from the General fund to the above funds are based on Board approved motions during the fiscal year.

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

8. CONTRACTUAL OBLIGATIONS

Subsequent to the yearend, the College terminated its lease agreement, without penalty, and signed a new lease agreement which commenced January 20, 2018 and expires July 31, 2025. Rent expense is \$7,500 per month for the duration of the lease.

The College has subleased unused space to two independent organizations for the same lease term expiring July 31, 2025. Total lease revenue under the leases is \$2,620 per month.

9. FINANCIAL INSTRUMENTS

The College is exposed to various risks through its financial instruments and management is responsible to monitor, evaluate and manage these risks. The following analysis provides information about the College's risk exposure and concentration as of December 31, 2017.

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 risk 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.

(continues)

SASKATCHEWAN COLLEGE OF PARAMEDICS

Notes to Financial Statements

Year Ended December 31, 2017

9. FINANCIAL INSTRUMENTS *(continued)*

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 and line of credit. As the College does not have any external commitments imposed on the earnings of the restricted funds, their exposure to this risk is minimal.