

INTERPROFESSIONALISM

*celebrating the **i** in **team***

interprofessional

imaginative

innovative

industrious

inspired

influential

irreplaceable

inventive

inclusive



an interprofessional year

ANNUAL REPORT 2006-2007



BEST EXPERIENCE • BEST EDUCATION



There is an *i* in *team*

Though popular belief holds that there isn't, look closer and you'll find the *i* in *team* that we're celebrating in this Annual Report to our community.

In 2006/2007 The Michener Institute for Applied Health Sciences enthusiastically embraced the many important I's found in successful collaborative teams.

interprofessionalism

imagination

irreplaceable

impressive

initiative

Innovation

individual contribution

investment

inspiration

informational

industrious

illumination

inclusiveness

impressive

*Learning with, from, and about: **our students***

In 2006/2007 Michener's full-time students participated in Student Engagement Class Visits led by the President and CEO and the Provost & VP, Academic. Over 600 students openly shared their views of Best Experience, Best Education. All the collected feedback was published on Michener's intranet, and acted upon by management with the help of faculty and staff. Impressive participants are a key ingredient to interprofessional teams.

Students, Faculty, Staff, Clinical Partners, Academic Affiliates, Associates, and the Community - all important members of OUR team - were introduced to Interprofessionalism in one of the most exciting years in Michener's history.

As the first healthcare educator to incorporate interprofessionalism into applied health science curriculum, we learned with, from and about one another. Our intention to build on this interprofessional year is inspired by the *i* in *team*.

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inspiration

Learning with, from and about: our Chair and our CEO

Wendy Sutton and Paul Gamble are part of an interprofessional team of leaders and visionaries at The Michener Institute. As the Chair and CEO respectively, they work collaboratively to heighten Michener's profile, and to identify strategic opportunities that will ensure the organization's success. As thought leaders, they inspire their teams and are in turn inspired by them.



Chair: Wendy Sutton, BA, LLB, LLM
Vice Chair: Cathy Fooks, BA, MA
Treasurer: Rami Rahal, BSc (Hon), MBA
Secretary: Paul Gamble, BSc(Hons), BA, MHSc, DrPH
Blair Baxter, BComm, CA
Paul Bertin, BA, BEd
Betty Cragg, RN, BSc(N), MEd, EdD
Gwen DuBois-Wing, RN, HBScN, MA, MHA
John Gilbert, LCST, MSc, PhD
Chris Helyar, BASc, LLB, CHE
Nancy McBride, BMAB, MLT, ART
Sean McCluskey, BSc, MRT(N)
Nataliya Moldovan
Eric Roy, PhD, CPsych
Jane Seltzer, BScOT, MBA (Non-voting/advisory)
Monique Wernham, BA, MA, PhD (Non-voting/advisory)
Arlene Wortsman, BA, MES, MBA

Board of Governors

From the Chair, Board of Governors

The Michener Institute and its Board of Governors has just this year undergone one of the most profound innovations in its almost 50 year history. This year's annual report is themed around team and is a celebration of the interprofessional activities that defined Michener, establishing it as the centre of excellence in applied health science education.

Michener's Board of Governors sustained its commitment to the community to steward the organization toward greater prominence in Canada's healthcare system as the leader in interprofessional education. In alignment with community expectations, as well as those of Ontario's Ministry of Health and Long-Term Care, Michener's Board of Governors actively built on the foundations for interprofessionalism as part of our policy governance mandate, including community linkage, collaborative leadership, relationship-building, engagement and active participation in the healthcare education dialogue.

We too, learned with, from and about our many stakeholders and public constituents while exploring strategic topics related to the organization's Mission and Strategic Ends in an effort to further guide The Michener Institute. A crowning highlight for the Board of Governors was being recognized, for the second consecutive year, as a Top Contender (Public Sector) in the 2007 Conference Board of Canada/Spencer Stuart National Awards in Governance. Most gratifying of all, was the opportunity to see the impact of our interprofessional stewardship on the students and the administration.

It is our privilege as a Board to herald Michener's accomplishments in interprofessionalism and celebrate the organization's successes in furthering collaborative teamwork in applied health science education. We therefore encourage our stakeholders to learn with, from and about us through this year's annual report and sincerely thank the many organizations and numerous individuals for playing an interprofessional part in Michener's story.

Wendy Sutton, BA, LLB, LLM
Chair, Board of Governors

From the President and CEO

For our students to be successful in healthcare, it is Michener's responsibility to establish a teaching and learning environment and an educational experience that will prepare them to work effectively in interprofessional teams.

Throughout 2006 and 2007, we undertook an immense transformation to realize interprofessionalism in all of our applied health science programs. Through collaborative teamwork, a unified purpose and desire to excel, every member of the organization responded to the interprofessional call and participated in its implementation.

In celebrating interprofessionalism through this year's annual report, we are sharing many of the *'s* that we discovered in *team* such as imagination, individual contribution, inclusivity and intelligence. Today, interprofessionalism is not simply what we teach, nor is it merely what our students learn. Interprofessionalism is how we work, and how we are as an educator, as an organization, and as a critical enterprise in Canada's healthcare sector.

Achieving and maintaining our interprofessional nature will serve us well as we look toward upcoming opportunities for The Michener Institute to play a pivotal role in healthcare. Interprofessionalism is only one component of our innovative academic curriculum, and the next year will be dedicated to enhancing our simulation capabilities, developing the readiness assessment semester, and venturing ahead to streamline and standardize clinical education with our clinical site partners. Finally, to optimize interprofessionalism, Michener requires a physical presence that mirrors and enables collaborative teamwork, and in this spirit, we will be launching our largest capital fund-raising campaign to date to transform The Michener Institute into a state-of-the-art teaching and learning environment.

In 2008, we will be celebrating 50 years of educational excellence and inspiring healthcare innovation. Our golden anniversary represents a significant milestone in our contribution to healthcare. We look forward to the numerous interprofessional celebrations that will mark the year.

Paul A.W. Gamble, DrPH
President and CEO



information



Learning with, from, and about: *Michener*

The Michener Institute for Applied Health Sciences is Canada's only post-secondary institution devoted exclusively to applied health science education. Since 1958, our grads have served vital roles in the country's healthcare sector.

Michener's unique and informed academic curriculum embraces interprofessionalism, simulation, readiness assessment, clinical education, and theory to deliver the **Best Experience, Best Education** hallmark of learning to our students. Our academic programs are publicly funded through the Province of Ontario and further enriched through partnerships with universities, private sector companies and leading healthcare organizations.

Knowledge is the Basis of any Interprofessional Team

Total Enrolment 2006/2007

Advanced Diploma	738	Certificates	405
Graduate Diploma	93	Continuing Education	3,836
Advanced Graduate Diploma	59		

Profile of 1st year students+

- 74% Female / 26% Male
- 60.8 % ages 21-25 years
- 79% have 3 or more years of post-secondary education

Graduate Employment Rate: 96.5%*

Graduate Satisfaction: 87.3%*

Faculty (Professors & Instructors): 69

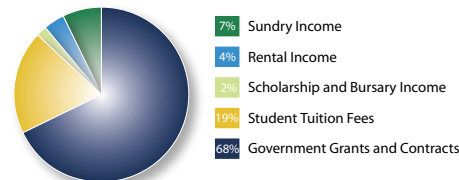
Academic Partnerships & Affiliations:

Dalhousie University, Laurentian University, University of Toronto
 Association of Canadian Community Colleges
 Association of Colleges of Applied Arts and Technology of Ontario

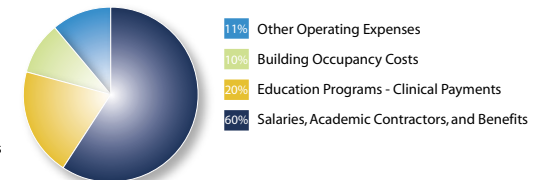
Professional Affiliations:

Canadian Association of Applied Health Professions
 College of Chiropodists of Ontario
 College of Medical Laboratory Technologists
 College of Medical Radiation Technology of Ontario
 College of Respiratory Therapists of Ontario

Revenues - Fiscal 2007



Expenses - Fiscal 2007



Financial Statements are found on page 25.

+Student Demographics Survey, 2006. Profile of First Year students conducted by Michener's Research Department and based on information received from respondents to the survey.

*Information in the Graduate Placement Report 2006 is gathered from the 2006 Graduate Satisfaction Survey (GSS) by Michener's Research Department. It measures the employment and satisfaction rates (didactic education) of 2005 graduates who responded to the survey. Information is collected within one year of graduation from Michener.



Learning with, from and about: academic partners and interprofessional experts

Encouraging students, faculty and leaders from different programs and organizations to come together and explore concepts of communication, professionalism, research and collaborative, patient-centred care.



Interprofessional Excellence in Action

The Interprofessional Collaboration (IPC) courses proved to be a learning experience not just for Michener students but also for faculty. We learned about collaboration with our students, from our students and, most importantly, we learned about our students by collaborating with them.

It all began in September 2006, when Medical Laboratory Science and Chiropody students joined faculty members representing Chiropody, Medical Laboratory Sciences, Nuclear Medicine, and Respiratory Therapy in the classroom for the introductory course, BAIP110 - Foundations of Interprofessional Collaboration I (Communication). As part of the measurement process, we conducted a feedback session during the course which captured anecdotal reactions from students as well as a course evaluation through the Research Department.

In December, another IPC course, BAIP120—Foundations of Interprofessional Collaboration II (Professionalism), was introduced. Another faculty team consisting of members from Ultrasound, Radiological Technology, Chiropody, Medical Laboratory Sciences, Genetics Technology and Respiratory Therapy reviewed the student feedback and revised BAIP120 to reflect the comments and suggestions.

BAIP120 builds on the communication and collaboration skills students learned about in BAIP110, introduces topics related to professionalism and shifts emphasis from “learning about collaboration” to “learning to do collaboration.” When BAIP120 was kicked off, the process was shared with students; feedback showed that students were impressed that we responded so quickly and were pleased with the changes that we made.

Working with international scholars such as Dr. Ivy Oandason from the University of Toronto and interprofessional simulation leaders like Dr. Amitai Ziv from the Israel Center for Medical Simulation, has informed our approach to interprofessionalism and has shaped our application of the processes in an applied health science context.

Academic Programs

Anesthesia Assistant
Cardiovascular Perfusion Technology
Chiropody
Clinical Laboratory Quality Manager
Clinical Research Associate
Computed Tomography (CT)
Diabetes Educator

Diagnostic Cytology
Genetics Technology
Magnetic Resonance Imaging (MRI)
Medical Laboratory Science
Nuclear Medicine
Picture Archiving Communication
Systems (PACS) Administrator

Radiation Therapy
Radiological Technology
(X-Ray)
Respiratory Therapy
Sleep Medicine Technology
Ultrasound

interprofessional



illumination



*Learning with, from and about: **involved faculty***

Michener's faculty is closely linked to professional communities within the healthcare sector, maintaining their professional designations at all times. Bringing relevant expertise and knowledge to classrooms and labs, our faculty enhance the student experience as illuminators during facilitation and simulation scenarios.

Dedicated to Students and Committed to Excellence

Cardiovascular Perfusion

Mike Aubin (CLO & PLO)

Chiropody

Jean Beeho
Christine Burton (CLO)
Steve Cassel
Deborah Loundes
Meera Narenthiran
Diane Tyczynski (PLO – Yr 1)
Susan Weltz (PLO – Yr 2)
Tony Young

Diagnostic Cytology

Catherine Brown (CLO)
Eileen McDonald (PLO)

Genetics Technology

Andrew Murillo (CLO)
Jennifer O'Leary (PLO)
Melanie Patton
Nicole Racz

Magnetic Resonance Imaging

Elizabeth Whitmell (PLO & CLO)

Medical Laboratory Science

Michele Allsopp-Downie
Lorinda Ashley (PLO – Yr 2)
Roy Augustin
Mary Emes
Silvana Jacobs
Peggy Kiely (CLO)
Aruna Kolhatkar
Nancy McBride (PLO – Yr 1)
Kelly Ann McPherson
Elizabeth Mercuri (CLO)
Elizabeth Officer
Wendy Pass
Lisa Rosenberg

Nuclear Medicine

Ezequiel Ledesma (CLO)
Janet Maggio
Dave Newall
Neeti Passi
Wade Sharpe
Caroline Souter (PLO)
Anne Topple
Brian Wong

Radiation Therapy

Carol Agapito
Reshika Balakrishnan
Renate Bradley (PLO)
Martin Chai
Lisa DiProspero
Marta Evans (CLO)
Terri Flood
Kerry Maddix
Elen Moyo
Marc Potvin
Bil Whiteside

Radiological Technology

Valentina Al-Hamouche
Sue Crowley
Alex Gontar (PLO)
Nathalie Machabee
Mohamed Rizk
Bonnie Sands (CLO)
Judy Stone
Tim Watson

Respiratory Therapy

Melva Bellefontaine
Susan Dunnington (PLO – Yr 2)
Anna Edinger
Felita Kwan (CLO)
Kathleen Olden-Powell
(PLO – Yr 1)
Jody Saarvala
Dale Schwartz
Paul Smith (CLO)
Andrea White Markham
Martha Williams

Ultrasound

Cathy Babiak (CLO)
Leonardo Faundez
Sheena Hewitt
(PLO – Sem 2/3)
Gail Rodrigues (PLO – Sem1)

*CLO = Clinical Liaison Officer
PLO = Program Liaison Officer*



Investing in Relationships Makes a Difference in Students' Education

Over 150 sites across Canada provided clinical placements to over 630 Michener students in 2006/2007.

intelligence

Learning with, from and about: our clinical partners

In the spring of 2007, Michener teams visited with clinical sites to collect feedback on how to improve and enhance the clinical education relationship. Making time for personal meetings with clinical coordinators, instructors, managers, and administrators enabled us to better understand the context in which our students receive clinical education. In 2007/2008, Michener will be enhancing the clinical education relationships by standardizing and streamlining the process across all disciplines and clinical sites, based on the intelligence we received.

- Advanced Foot Care and Orthotics
- Alberta Children's Hospital
- Atlantic Health Sciences Corporation
- Baycrest Centre for Geriatric Care
- Bloorview MacMillan Centre
- Bramalea Diagnostic Services
- Brampton Sleep Clinic
- Brantford General Hospital
- Burlington Family Footcare
- Cambridge Memorial Hospital
- Canadian Medical Laboratories
- Capital Health Authority
- CareImaging
- Caroline Medical Group
- Central Toronto Diagnostic Imaging
- Centre for Addition and Mental Health
- Chatham-Kent Health Alliance
- Children's Hospital of Eastern Ontario
- Cobourg Sleep Clinic
- Colchester East Hants Health
- Credit Valley Diagnostics Centre
- Dr. I.A. Mendleson & Associates
- Eastern Health
- Evergreen Hospice
- Glazier Medical Centre
- Grand River Hospital
- Halton Healthcare Services Corporation
- Hamilton Health Sciences
- Hamilton Urban Core Community Health Centre
- Harborview Hospital, Orthotics Dept.
- Health Sciences Centre, Winnipeg
- Hotel Dieu-Grace Hospital, Windsor
- Humber River Regional Hospital
- Insight Diagnostics Imaging Corporation
- James Fitzpatrick, Chiropodist
- Kingston General Hospital
- KMH Cardiology & Diagnostics
- Lakeridge Health Corporation
- Lakeshore Area Multiservice Project
- Lawrence Heights Community Health Centre
- London Health Sciences Centre
- Malvern Sleep Clinic
- McGill University Health Centre
- MDS Laboratories Inc
- Medigas Inc.
- Metro Central Ultrasound
- Metro Radiology
- Mississauga Diagnostic Imaging
- Mount Sinai Hospital
- Newfoundland Cancer Treatment and Research Foundation
- Niagara Health System
- North York Foot Clinic
- North York General Hospital
- Northumberland Hills Hospital
- Oak Ridges Medical Diagnostic Imaging
- Orillia Soldiers' Memorial Hospital
- Oshawa Nuclear Medicine Clinic
- P.A.C.E. Foot Clinic
- Parkdale Community Health Centre
- Peterborough Regional Health Centre
- Positive Foot Care & Orthotics Proactive
- Professional Respiratory Home Care Service
- Queen Elizabeth II Health Sciences Centre, Halifax
- Radiography Education - Groot
- RDS Thornhill Institute of Toronto
- Rexdale Community Health
- Rouge Valley Cardiology
- Rouge Valley Health System
- Royal University Hospital
- Royal Victoria Hospital
- Southlake Regional Health Centre
- South Riverdale Community Health Centre
- St. John's Rehabilitation Hospital
- St. Joseph's Health Centre, Toronto
- St. Joseph's Healthcare, Hamilton
- St. Joseph's Healthcare, London
- St. Mary's General Hospital
- St. Michael's Hospital
- St. Peter's Hospital
- Stollery Children's Healthcare
- Stratford General Hospital
- Sudbury Regional Hospital
- Sunnybrook Health Sciences Centre
- The Anne Johnston Health Station
- The Credit Valley Hospital
- The Hospital for Sick Children
- The Ottawa Hospital, Civic & General Divisions
- The Rehabilitation Centre, Ottawa
- The Scarborough Hospital
- The Thunder Bay Regional Health Sciences Centre
- Timmins and District Regional Hospital
- Toronto East General Hospital
- Toronto Medical Laboratories
- Toronto Rehabilitation Institute
- Total Health & Family Health Centre
- Trillium Health Centre
- University Health Network, General & Western Sites
- University Health Network, Princess Margaret Site
- University of Alberta Hospital
- University of Guelph
- University of Ottawa Heart Institute
- VitalAire
- Wasaga Family Foot Clinic
- West Park Healthcare Centre
- West Parry Sound Health Centre
- William Osler Health Centre
- Windsor Regional Hospital
- Women's College Hospital
- Women's Health in Women's Hands Community Health Centre
- Woodstock General Hospital
- Woolwich Community Health Centre
- York Community Services Centre



individual contribution

Learning with, from and about: students, faculty and staff

Talent, motivation, and commitment fuel Michener's people. Students, faculty and staff make impactful contributions to their disciplines and the community. The passion and knowledge of each person enhances the group dynamic and leads to interprofessional teamwork.



An Environment Where Individual Growth and Lifelong Learning are Encouraged

As an engaged community of teachers, learners and coaches, our people are establishing Michener as the learning organization of choice. The collaborative work and learning environment at Michener enables faculty and staff to excel in their respective fields of expertise while contributing to a stronger culture of interprofessionalism.

Three Michener students achieved the highest marks in Canada on certification exams in the year 2006.

- **Natasha Rose LaRussa** in Magnetic Resonance Imaging
- **Deborah Lynn Marshall** in Radiation Therapy
- **Jeanine Warkentin** in Nuclear Medicine Technology

Jami-Lynn Wilson, Medical Laboratory Science student, Class of 2008, won a \$1000 scholarship from the Ontario Association of Medical Laboratories.

Four Michener faculty graduated from Charles Sturt University - **Michelle Allsopp-Downie** graduated with a Bachelor of Medical and Applied Biotechnology; **Susan Weltz** received her Master of Education with distinction; **Elizabeth Whitmell** received her Bachelor of Applied Science (Nuclear Medicine Technology); and **Bonnie Sands** received her Bachelor of Applied Science (Medical Imaging).

Peggy Kiely, faculty, Medical Laboratory Science program, completed a Master of Arts degree with a specialization in Adult Learning from Central Michigan University and Anne Rumbolt, Director, Centre for Continuing Professional Education, graduated from the Academy for Leadership and Development program.

Udunna Anazodo, Nuclear Medicine Technology, Class of 2008, received the 2007 Certificate of Merit for the L. J. Cartwright Student Award for her essay titled "The Detection of Upregulation of Epidermal Growth Factor Receptor Using PET Radiolabeled Human Epidermal Growth Factor".

Yan Li, Radiation Therapy, Class of 2009 received the 2007 Sister Mary Arthur "Sharing the Light" Award (\$500 and Trophy) for his essay titled "The Professional and Patient Benefits and Organizational and Medico-Legal Challenges of Implementing Interprofessional Collaboration in the Canadian Healthcare System".

Dr. Paul Gamble, President and CEO was presented with the Award of Excellence for his volunteer work on the Advisory Committee on Homes for the Aged. "This volunteer has demonstrated resourcefulness, a positive attitude and outstanding compassion while respecting, supporting and enabling residents to be the best they can be," said David Miller, Mayor, City of Toronto.

Sharmatha Munnainathan, Ultrasound Student, won second place in the Ontario Society of Diagnostic Medical Sonographers (OSDMS) essay competition.

Jessy Abed, Radiation Therapy student, initiated and organized Michener's Project Hair Grow and was honored at an appreciation event hosted by Princess Margaret Hospital.

Janet Lew, Genetics Technology student, received a \$2,500 (US) scholarship from Dade Behring Canada Inc.

2006 Alumni of Distinction Awards were presented to **Winston Isaac**, PhD, MPA, CHE and **Denis Poulin**, BAppSc (MI), RTR, RDMS.



An Interprofessional Year at a Glance

2006

April / May / June

- Guidance Counsellor Day – Michener hosts over 47 high-school science teachers and guidance counselors as part of the recruitment strategy
- Career Fair at Michener - 400 students connect with 27 high-profile employers
- Launch of Michener's Intranet site (my.michener.ca)
- Clinical Education: Investing in Relationships initiative is launched
- 1st annual Interprofessional Collaboration Camp for faculty and staff

July / August / September

- TTC Advertising Campaign "Interprofessionalism at Michener" hits St. Patrick Station
- Michener's 1st Dragon Boat team, *Making Waves* takes to water, crewed by students, staff and faculty. Funds raised helped bring dialysis to Joseph Brant Memorial Hospital, Burlington

October / November / December

- Strategic Facilities Plan (Phase 1) submitted to the Ministry of Health and Long-Term Care's Capital Development Branch
- Dr. Robert Byrick and Dr. Daniel Klass receive Michener's prestigious Honorary Diploma for Leadership in Applied Health Sciences.
- Educational Alliance established with Sorin Group Canada for Cardiovascular Perfusion Technology Program
- Re-launch of the Chiroprody Program
- Visit from Carolyn Bennett, MP
- Michener's 1st Charitable Winter Drive
- 1st cohort of Anesthesia Assistants graduates
- Michener Senate official launch

2007

January / February / March

- Michener named Top Contender for a second consecutive year by the Conference Board of Canada/Spencer Stuart National Awards in Governance, making Michener the only organization to hold this honour amongst top contenders
- Michener participates in IDEAS Network and simulates campus attacks to exercise Toronto Emergency Services and Hospital Capabilities
- Michener receives a state-of-the art Computed Tomography (CT) Scanner to complete the MRI/Ultrasound/CT Suites.
- Michener introduces new Brand and Visual Identity Program
- OPSEU Negotiations successfully completed

inclusive

Learning with, from, and about: other educators and healthcare professionals

A diverse community of teachers and learners all bring unique perspectives and experiences with them to The Michener Institute. They enhance opportunities for interprofessional and personal growth while enriching our relationships with one another. Being inclusive enables individuals to perform at their best, optimizing the team's successes.



Learning with, from and about: our communities of practice

Michener's interprofessional leadership in the applied health sciences took us all over the globe. By taking the initiative to share our collaborative experiences and research with colleagues in the medical, healthcare, leadership, human resources, marketing, simulation, organizational development, and management disciplines, we also enhanced Michener's vast professional network and outreach capacity to further inform our expertise.

initiative

Innovative Contributions

Michener's innovative contributions to applied health sciences, healthcare and education mean that we are continually sought out by the healthcare community for our expertise and knowledge. We take initiative and enthusiastically share our ideas, research and findings - an essential ingredient in teamwork.

Honoured:

- 2006 International Exemplary Leaders Award for our Chairs, Chair Academy, Arizona
- 2007 Finalist, Award for Innovation, Celebrating Innovations in Health Care Expo, Toronto
- 2007 Best Poster Presentation. Asia Pacific Medical Education Conference, Singapore

Published:

- **International Journal of Radiation Oncology, Biology and Physics (the Red Journal)**
"Radiation Dose to the Internal Pudendal Arteries from Permanent Seed Prostate Brachytherapy as Determined by Time-of-Flight MR Angiography." Caitlin Gillan, 2nd year Radiation Therapy Student
- **Annals of the Academy of Medicine, Singapore, 2007**
"Helping Learners in Difficulty—The Incidence and Effectiveness of Remedial Programs of the Medical Radiation Sciences Program at University of Toronto and The Michener Institute for Applied Sciences, Toronto" Renate Bradley and Fiona Cherryman, et al
- **Leadership**
"Developing Organizational Values Using Appreciative Inquiry. Winter 2007. Lissa Manganaro and Rosemarie Peikes

Presented:

- International Conference on Knowledge, Culture and Change in Organizations, Prato, Italy
- 2006 Society of Nuclear Medicine Annual Meeting. San Diego
- International Conference for Post-Secondary Leaders, Chair Academy, Arizona
- International Meeting for Medical Simulation, Orlando, Florida
- 9th Annual Leadership Succession Management Conference (Federated Press) Toronto
- Human Resources in Canadian Healthcare Conference. Toronto
- National Council for Marketing & Public Relations Conference, San Diego, California
- Canadian Society for Medical Laboratory Science Leadership Forum 2007, Hamilton
- Ontario Society of Chiropractors 2007 Annual Conference, Toronto
- Toronto Radiation Medicine Conference, Interprofessional Working Practices and Adoption of Innovation, King City

Represented:

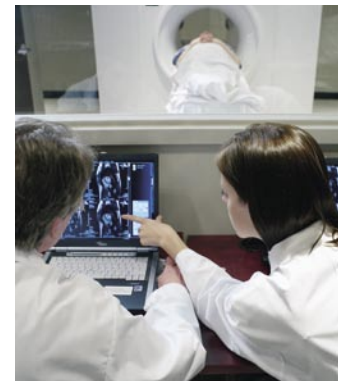
- The Canadian Association of Allied Health Programs (CAAHP), Calgary, Alberta
- Meridian 1 and Communication Server 1000 Familiarization, Nortel Networks, Calgary, Alberta
- Athletic Business and Conference Expo 2006, Las Vegas, Nevada
- International Meeting for Medical Simulation, Orlando, Florida
- International Conference on Foot Biomechanics and Orthotic Therapy, Chicago, USA
- Association of Canadian Community Colleges (ACCC) Applied Research Symposium, Ottawa, Ontario
- Canadian College of Health Service Executives, Prato, Italy
- OHA HealthAchieve 2006, Toronto

A 21st Century Learning Environment

The Michener Institute is constructing an innovative learning environment that improves the skill and preparedness of tomorrow's allied health professionals, and creates opportunities for all health practitioners (medical technologists, physicians and nurses alike) to participate in simulated scenarios such as crisis management, pandemic response, and other situations that are otherwise difficult to effectively prepare for.

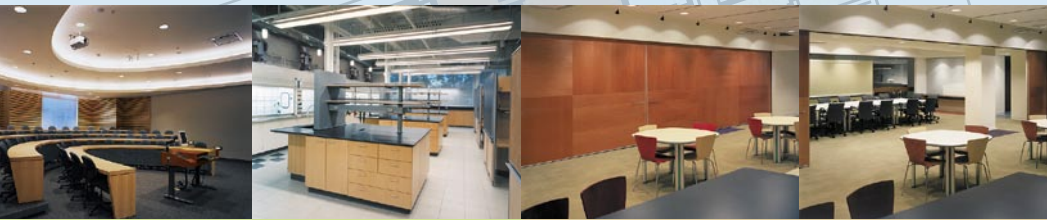
This new learning environment is essential to **improving patient safety**, the **quality of patient care**, **access to healthcare professionals**, and **reducing medical error**. The state-of-the-art facility will:

- Improve the skill and preparedness of tomorrow's allied health professionals
- Create opportunities for collaborative learning
- Optimize the healthcare learning experience and embrace all healthcare professions and educators
- Incorporate the critical curriculum principles of interprofessional education, simulation enhanced learning and healthcare competency assessment
- Provide students with flexible and adaptable learning spaces that simulate real life workplace scenarios and emergency situations
- Provide opportunities for regulatory colleges and licensing bodies to benefit from collaborative readiness assessment and examination facilities
- Guarantee a steady supply of highly trained, competent health professionals dedicated to lifelong learning in existing and emerging disciplines.



"This new and innovative facility at The Michener Institute will create opportunities for interprofessional collaboration among the various health professions. The potential impact on the delivery of care is significant."

Dr. Catherine Whiteside
Dean of Medicine
University of Toronto



FLEXIBLE MEETING & TEACHING SPACES

NEW MULTI-USE LABS & LEARNING SPACES



ingenuity

Learning with, from and about: leaders who've designed simulation spaces

Michener is transforming its Toronto building into an interprofessional teaching and learning environment. With the help of world-renown architects Diamond + Schmitt as well as international experts such as Dr. Amitai Ziv, consultant groups from across the organization participated in the design of Michener's new interprofessional spaces. Ingenuity was fostered through these extensive team-based discussions.



invested

Learning with, from and about: valued investors

In November 2006, The Michener Institute received its largest individual donation of \$100,000 from Dorothy Hubbs. The investment caringly became the Dorothy A. Hubbs & Family Scholarship Fund. The \$5,000 scholarship recognizes applied health science students who, as members of a healthcare team, demonstrate a commitment to lifelong learning, personal and professional growth as well as academic achievement – the very values embraced by Dorothy herself. With this caliber of individual investment, teamwork is sustained.

Invaluable Investments

The Michener Institute honours individual investors whose generosity enabled students to excel in their academic healthcare programs. In 2006/2007, gifts and donations of over \$66,000 were available in student scholarships and bursaries.

The growing community of collaborative supporters who are invested in Michener's success have made a lasting impact to applied healthcare education and we gratefully acknowledge their investment in our students.

Leaders' Circle (\$1,000-\$9,999)

Lindsay Campbell
 Tim Colfe
 Dr. Paul Gamble & Dr. Brenda Gamble
 Michael Garvey
 Dr. Winston Isaac
 Rossana Magnotta
 Nancy McBride

Chairs' Club (\$500 to \$999)

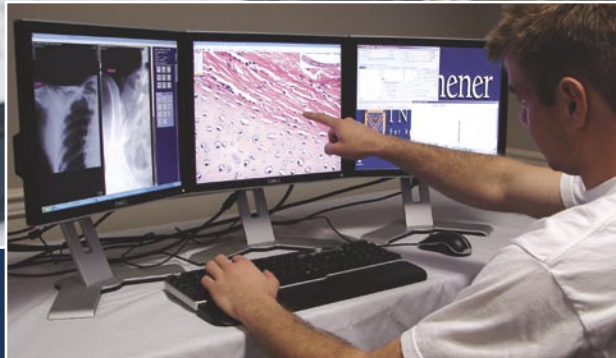
Julia Bentley
 Chris Helyar
 Shereen Khan
 Diana Schatz

Friends' Club (\$100 - \$499)

Roy Augustin	Mary Hansell	Raymond Okamoto
Barbara Berketo	William Harrison	Kathleen Olden-Powell
Dr. Gilles Blouin	Robert Heath	Jennifer O'Neil
Susan Bloxsom	Brian Henderson	Rami Rahal
Martin Burke	Ingrid Hoehne	Karen Reid
Erin Butash	Terrence Hsia	Sharon Reid
John Carinci	Dr. James Kerr	Linda Richmond
Debbie Cohen-Benudiz	Dr. Angela Korwan	Catherine Rowlands
Jane Cudmore	Daina Lougheed	Lou Swancar
Christine Cursio	Debbie Maki	Judith Thorel
Stefan Cwikowski	Judith Mann	Peter Vandierendonck
Lisa Elmhirst	Carol Martin	Vivian Vatavalis
Todd English	Parvathy Mcnon	Cynthia Vavasour
Gloria Fess	Theresa Molloy	Lai Ling Wat
Dr. Peter Fong	Glenn Munro	Diane Williams
Zita Gardner	Margaret Oddi	

Alumni Association Board of Directors

Sarah Eyton (Ex officio)	Andrea Wilson (Student Member)	Lynn Yawney
Wudasie Efreem (Ex officio)	Emilie Kauss (Student Council Member)	Michelle Lau
	Geeta Seocharan	Sean Martin
Sean McCluskey (Chair)	Hollin Ng	Son Nguyen
Christine Nielsen (Vice-Chair)	Jennifer Woodbeck (Student Member)	
Carol Martin (Past Chair)	Karim Bhaloo	



invested

Learning with, from, and about: **industry partners**

In January 2007, IMPAC Medical Systems Inc., invested \$1.66 million over 3 years to provide Information Management system support throughout Michener that reflects the work flow practices of interprofessional healthcare teams as identified by the Hospital Information Cluster Steering Committee in Ontario. Students will benefit from a state-of-the-art communication framework, learning and enhancing their collaborative skills prior to entering clinical practice. Industry partnerships like these model the interprofessional teamwork required in healthcare environments.

Investments Lead to Innovation

Private sector partners and innovators in health technologies work collaboratively with The Michener Institute to bridge gaps between the theoretical and the practical. In combination, the academic and business sectors provide solid opportunities for Michener students to enhance their educational experience, and at graduation, enter their chosen allied health profession with the confidence to work interprofessionally in a healthcare team.

These partnerships make an immediate and lasting impact on the educational experience of Michener's students. The donation of a Multislice CT unit from GE Healthcare gives hands-on practical experience for students in the growing field of CT and allows for integration of the CT environment into the curriculum of other allied health professions such as Respiratory Therapy and Diagnostic Cytology. With the help of the Sorin Group, Michener can now provide students in the Cardiovascular Perfusion program with the opportunity to learn in a high-fidelity simulated OR environment, helping them to better prepare for the rigors of their chosen profession. These and other partnerships are enabling Michener to continue to offer an unparalleled learning environment for all our allied health students.

Major Supporters (\$10,000 or more)

Children's Hospital Oakland Research Institute
LifeScan Canada
TD Meloche Monnex

Leaders' Circle (\$1,000-\$9,999)

Canada Life
MDS Inc
Rainbow Scientific
The Orthotic Group

Chairs' Club (\$500 to \$999)

GE Healthcare Canada

Friends' Club (\$100 - \$499)

Afga Inc
Convocation Flowers
Cook Canada
Siemens Canada



IMPAC
AN ELEKTA COMPANY



SORIN GROUP
AT THE HEART OF MEDICAL TECHNOLOGY



imperatives

Learning with, from, and about: our responsible fiscal administration

Interprofessional teamwork starts with taking accountability. On the financial side, rigorous stewardship of Michener's educational resources help to deliver much-needed and timely programming throughout Ontario at clinical sites in rural as well as urban centres. Our finances are imperative in the education of the next generation of healthcare providers.

Consolidated Financial Statements

Summarized Statement of Financial Position As at March 31

	2007	2006
Assets		
Cash and Short Term Deposits	2,959,320	4,829,611
Short Term Investments	1,475,076	1,320,402
Accounts Receivable	505,837	303,001
Grant receivable - Ministry of Health and Long-Term Care	780,357	507,068
Prepaid Expenses	196,275	141,298
	5,916,865	7,101,380
Long Term Investments	4,832,282	4,701,670
Property and Equipment (Net of depreciation)	15,813,984	15,504,131
	26,563,131	27,307,181
Liabilities and Net Assets		
Accounts Payable and Accrued Liabilities	4,509,471	4,029,800
Unearned Income	3,316,204	5,255,563
Deferred Capital Contributions	10,558,527	10,109,208
	18,384,202	19,394,571
Net Assets	8,178,929	7,912,610
	26,563,131	27,307,181

Summarized Statement of Operations Year Ended March 31

	2007	2006
Revenues		
Ministry of Health and Long-Term Care - Operating Grant	16,283,820	13,965,153
Fees Received	4,555,542	3,903,237
Scholarship and Bursary Funds Income	423,505	259,926
Rental Income	1,054,228	1,120,998
Sundry Income	1,706,087	1,248,060
Access and Options Project	199,275	1,187,255
	24,222,457	21,684,629
Expenses		
Salaries, Academic Contractors, and Benefits	14,176,798	12,293,650
Education programs and Support	4,678,351	3,763,294
Building Occupancy Costs	2,279,310	2,435,964
Other Operating Expenses	2,416,049	1,534,340
Scholarship and Bursary Awards	66,887	43,737
Access and Options Project	199,275	1,187,255
	23,816,670	21,258,240
Depreciation	1,486,936	1,466,110
Amortization of Deferred Capital Contributions	(1,347,468)	(1,324,717)
	23,956,138	21,399,633
Excess of revenues over expenses for the year	266,319	284,996

AUDITORS' REPORT

The accompanying summarized statement of financial position and statement of operations are derived from the complete financial statements of The Michener Institute for Applied Health Sciences as at March 31, 2007 and for the year then ended. In our auditors' report on the complete financial statements, dated May 11, 2007, we expressed a qualified opinion because capital leases have been accounted for as operating leases, which is not in accordance with Canadian generally accepted accounting principles. The fair summarization of the complete financial statements is the responsibility of Michener's management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on Michener's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Toronto, Ontario
May 11, 2007

CLARKE HENNING LLP
CHARTERED ACCOUNTANTS
Licensed Public Accountants



imagination



**Learning with, from and about:
subject matter experts**

When imaginative individuals come together in teams, creativity in thought and action abounds. Michener approached curriculum re-design, academic programming and operational activities with a team-based philosophy, recognizing that team imagination is sparked by inventive individuals working together.

Instrumental Leadership

Executive Leadership Team

Paul A.W. Gamble, BSc(Hons), BA, MHSc, DrPH
PRESIDENT AND CEO / SECRETARY (BOARD OF GOVERNORS)

Mary Preece, BA, MEd, PhD
VICE-PRESIDENT, ACADEMIC AND PROVOST

James Robertson, CMA, BA, MEd
VICE-PRESIDENT, CORPORATE SERVICES & STRATEGIC ADVANCEMENT

Joanne Milligan, MPA, BSN
VICE-PRESIDENT, HUMAN RESOURCES & ORGANIZATIONAL DEVELOPMENT

Lissa Manganaro, BA, CAE
MANAGER, CORPORATE SUPPORT

Program Chairs:

Suzanne Allaire	Medical Laboratory Sciences
Karim Bandali	Cardiovascular Perfusion
Fiona Cherryman	Medical Radiation Sciences
Lorraine Ramsay	Magnetic Resonance Imaging
Sydney Redpath	Chiropody, Respiratory Therapy
Anne Rumbolt	Diagnostic Cytology
Wade Sharpe	(Associate Chair) Medical Radiation Sciences

Directors:

Iliana Arapis	Communications & Public Relations
Karim Bandali	Vice Provost
Paula Burns	Vice Provost
Alice Chow	Finance
Sarah Eyton	Development & Alumni Relations
Brad Niblett	Information Management
Kathryn Parker	Research
Cathy Pearl	Student Success Network
Bill Pitman	Student Enrolment & Registrar
Anne Rumbolt	Centre for Continuing Professional Education



An Accomplished Interprofessional Year

Working collaboratively, and beyond departmental silos enabled us to achieve greater organizational capacity. We responded nimbly and holistically to our changing environment and met critical deliverables that were essential to our achieving **Best Experience, Best Education** for our students.

Interprofessional teamwork helped us to accomplish the following successes by strategy.

People	Leadership Journey (4th cohort) Recognition Program Official Launch Capacity Building Focus on Student Experience & Orientation	New Student Success Network Launched Revamped Student Enrolment / Registrar Portfolio Organizational Development Strategy	Faculty Development Program Collective Agreement 2009 Diversity Program Staff Engagement Survey
Academic Innovation	Academic Change Strategy Guide New Curriculum - IPE, Simulated Clinical, Readiness for Clinical Simulation/Assessment Centre Business Plan Development New Clinical Relationship Model Student Engagement Website	New Partnerships (GE Healthcare, IMPAC, Sorin Group, Aperio Quorum) New Academic Partnerships (Dalhousie, NOSM, U of T Program Extension)	First Cohort Begins New Curriculum Opening of Anesthesia & CVP Simulation Labs MRI/CT/Ultrasound Suites IPC Camp Ultrasound Program Revision
Quality	Accountability Framework - Action Plan & Role Maps	Admissions Task Force - New Admissions Policy	New Scheduling System
Knowledge Transfer	Official Senate Launch Communications Strategy	Intranet Redesign Branding Initiative	Research - Diagnostic Cytology Impact
Resource Innovation	Fiscal Accountability Strategic Facilities Master Plan Submission - Oct 2006	Phase I Final Submission (\$12.5 million) - Aug 2007 New Development & Alumni Relations Focus	New Partnership Initiatives in Technology (HIS; RIS) Digital Slide Technology Initiative

industrious

Learning with, from and about: one another

Enhancing our leadership capacity was top order in 2006/2007. Management, directors, chairs, faculty and staff engaged in a transformational leadership journey to help us through the new context of interprofessionalism, develop authentic self-awareness, master change, other-centeredness, influencing without exercising authority and understanding organizations as systems.



The Centre of Excellence for the Advancement of Applied Health Sciences Education

Mission

The Michener Institute exists to advance applied health sciences and associated professionals in order to enhance the health of individuals and communities in Ontario and beyond. Major components of this Mission are:

1. Highly competent graduates, who are members of the interprofessional healthcare team.
2. Advancement of professional practice for established and emerging applied health sciences disciplines.

irreplaceable

Learning with, from and about: *patients*

The Michener Institute is dedicated to the education of generations of applied healthcare professionals. Our commitment to a high-calibre education that is centred on interprofessionalism will enable teams of healthcare providers to deliver exceptional patient care as they work confidently, efficiently and safely with one another. Through an interprofessional team-based approach, learned in school, Michener graduates will be making significant impacts to healthcare, improving patient safety, the quality of patient care and the reduction of patient wait times.

 We Embody Excellence	<ul style="list-style-type: none"> We commit to best practice We learn from successes and failures We give our best
 We Lead By Example	<ul style="list-style-type: none"> We empower each other We are mentors and learners We model open and honest communication We engage our communities We are diverse
 We Celebrate Relationships	<ul style="list-style-type: none"> Our people are our greatest asset Our relationships make us strong We are proud of each other
 We Create Opportunities	<ul style="list-style-type: none"> We enable success We challenge the status quo We invest in innovation and risk-taking We foster personal and professional learning and growth
 We Transform Lives	<ul style="list-style-type: none"> We commit to each other's success We make a difference When you grow, we grow



imminent celebration

***Learning with, from and about:
our whole community***

Michener will be celebrating our 50th anniversary throughout 2008.

You are invited to join in the celebration. Visit our 50th anniversary webpage for information on all the festivities.

www.michener.ca/50th

THE MICHENER INSTITUTE

50

1958  2008

YEARS

celebrating educational excellence
inspiring healthcare innovation

interprofessionalism

imagination

irreplaceable

inclusiveness

initiative

Innovation

individual contribution

investment

inspiration

informational

industrious

illumination

The Michener Institute for Applied Health Sciences

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(within Canada, outside the Greater Toronto Area)

www.michener.ca