

collaboration

commitment (partnerships + understanding) = x

$$PV=nRT$$

x^2 / teamwork + energy

$$\frac{(\text{learning} + \text{invention})}{\text{vision}} = y$$

$$D=m/v$$

$$W=Fd$$

collaboration = innovation

$$\frac{n_1 P_1 V_1}{T_1} = \frac{n_2 P_2 V_2}{T_2}$$

annual report

2 0 0 7 / 2 0 0 8



collaboration = learning



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collaboration equals ...			
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Innovative Collaboration: A message from the Chair of the Board and the President and CEO

The spirit of interprofessionalism (learning with, from and about one another) accentuated another year of achievements at The Michener Institute.

The 2007/2008 academic year was indeed one of innovation and collaboration: between, with and for, students, staff, faculty, administration, management and governors alike. Together, we succeeded in establishing a collaborative culture of teaching and learning, transforming the Michener Institute into a truly interprofessional organization.

The Board continues to make it an ongoing priority to raise The Michener Institute's public profile through Community Forums on current and relevant topics specific to applied healthcare and education as well as increasing linkage opportunities with external communities of governance practice. With the increase in our publishing as well as public speaking engagements, The Michener Institute is well-positioned for successful 50th Anniversary celebrations, as well as the imminent launch of our first Capital Fundraising Campaign in 2009.

This dynamic environment of collaboration fostered the emergence of new creative energies, and fueled our steadfast mission to be the centre of excellence for applied health science education. Again this past year, we led the way in curriculum re-design. The Michener Institute introduced additional courses in interprofessionalism, enhanced the simulation opportunities for students and prepared for the first simulated clinical semester to determine clinical readiness of our students, prior to their clinical placement.

A new admissions process was piloted in two programs that enabled us to examine the essential non-cognitive capabilities (communication, inter-personal and problem-solving skills) of applicants, providing a broader, diverse and more equitable foundation for the selection of highly competent candidates into our demanding applied health science programs. The new admissions process will be introduced for the majority of our programs, where appropriate, in the 2008/2009 academic year.

Our collaborative energies were also directed into strategic stewardship activities meant to sustain Michener's fine reputation and financial wellbeing into the future. We began with diversifying our revenue opportunities and strengthening partnerships with dynamic private sector and government partners. We initiated discussions with The Michener Institute's primary funder, the Province of Ontario's Ministry of Health and Long term Care, for a new accountability framework to more sufficiently embody our fiscal reality and necessities for the education of applied health professionals, while providing for flexible growth of new programming into the future to support health care sector needs.

These were just a few of our highlighted collaborative endeavours in 2007/2008.

The Michener Institute's collaborative spirit and innovations are expressed throughout this annual report. And you'll also see it manifest in Michener's people - our students, faculty, staff and management. This annual report is your invitation to collaborate with us and join in the innovations that we can make in applied health care education together.



Cathy Fooks
Chair, Board of Governors



Paul A.W. Gamble
President and CEO



collaboration = energy

2007/2008 Board of Governors*

Chair: Cathy Fooks, BA, MA
Vice Chair: Paul Bertin, BA, BEd
Treasurer: Arlene Wortsman, BA, MES, MBA
Secretary and President & CEO: Paul Gamble, BSc (Hons), BA, MHSc, DrPH
Blair Baxter, BComm, CA
Betty Cragg, RN, BSc(N), MEd, EdD
Gwen DuBois-Wing, RN, HBScN, MA, MHA
John Gilbert, LCST, MSc, PhD
Anne LeGresley, BScN, MScN
Nancy McBride, BMAB, MLT, ART
Sean McCluskey, BSc, MRT(N)
Danielle Nelson, BSc (Hon)
Peter O'Brien, MBA, CHE
Eric Roy, PhD, CPsych
Rami Rahal, BSc (Hon), MBA

*as at March 31, 2008



collaboration = awareness

The Centre of Excellence for Applied Health Education

The Michener Institute for Applied Health Sciences is Canada's only post-secondary institution devoted exclusively to applied health science education. Since 1958, Michener has educated applied health professionals who serve a vital role in the country's health care sector in such fields as medical laboratory science, medical radiation sciences, respiratory therapy, chiropody, diagnostic cytology, genetics technology, ultrasound and magnetic resonance imaging.

Interprofessionalism, patient-centred learning and simulation-enhanced education are essentials of the Michener academic experience for over 5,000 full-time, part-time and continuing education students.

Total Enrolment 2007/2008

Advanced Diploma	719
Graduate Diploma	86
Advanced Graduate Diploma	57
Certificates	377
Continuing Education Registrations	4110

Profile of first year students+

- 72% Female / 28% Male
- 66.2% of first year students are between the ages of 21-25 years
- The average age of students is 25.
- 77% have three or more years of post-secondary education

Graduate Employment Rate: 99%*

Graduate Satisfaction: 88%*

Employer Satisfaction Rate: 99%*

Faculty (Professors & Instructors): 70

Academic Partnerships & Affiliations:

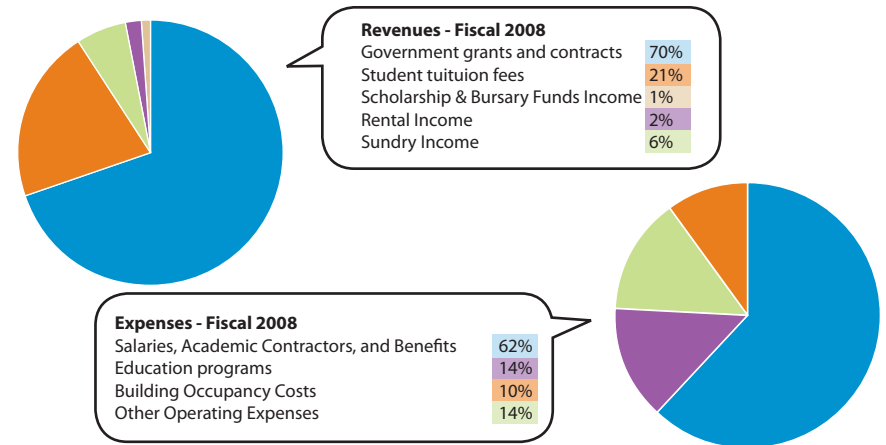
- Association of Canadian Community Colleges
- Association of Colleges of Applied Arts and Technology of Ontario
- Dalhousie University, Halifax
- Laurentian University, Sudbury
- University of Toronto, Toronto
- INHOLLAND University, The Netherlands
- University of Ontario Institute of Technology, Oshawa

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

Fiscal Highlights

Financial Statements available on Pages 24-25.



The Michener Institute is publicly funded by the Province of Ontario, through the Ministry of Health and Long-Term Care and further enriched through partnerships with universities, private sector companies (see page 12-13) and leading health care organizations (see page 10-11).

+Student Demographics Survey, 2007. Profile of First Year students conducted by Michener's Evaluation, Scholarship and Assessment 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 2006 graduates who responded to the survey. Information is collected within one year of graduation from Michener.



collaboration = invention

State-of-the-Art Education in Applied Health Sciences

The applied health sciences are collaborative fields and, when practiced together, support a patient-centric philosophy of care. The contribution that each health care profession makes towards increased knowledge, practice, utilization and care, is at the heart of Michener's innovative academic curriculum.

Through collaborative practices and interprofessionalism, didactic learning is enhanced. The inclusion of simulation-based education further enriches the learning experience. Assessment and evaluation practices rooted in skills acquisition and core competencies deepen that understanding. All these techniques and learning processes culminate for a student during their clinical experience.

Anesthesia Assistant
Cardiovascular Perfusion Technology
Chiropody
Clinical Laboratory Quality Manager
Clinical Research Associate
Diabetes Educator
Diagnostic Cytology
Genetics Technology
Imaging Informatics
Magnetic Resonance Imaging (MRI)
Medical Laboratory Science
Nuclear Medicine
Radiation Therapy
Radiological Technology (X-Ray)
Respiratory Therapy
Sleep Medicine Technology
Ultrasound

Over 140 Continuing Education courses and workshops:

General Education
Leadership For Health Care Professionals
Imaging
Laboratory Sciences
Primary and Critical Care



collaboration = commitment

Michener faculty demonstrate a high level of commitment to students and academic excellence. Experienced in their fields of practice and knowledgeable in curriculum design, our professors and instructors enhance students' educational experience.

Committed to Students and Academic Excellence

Anesthesia Assistant

Susan Dunnington (CLO & PCL)

Cardiovascular Perfusion

Mike Aubin (CLO & PCL)

Chiropody

Christine Burton (CLO – Yr 3)
Steve Cassel (Business Manager Clinics Yr 1 & 2)
Adrian Dobrowsky
Deborah Loundes
Meera Narenthiran
Diane Tyczynski (PCL – Yr 2)
Susan Weltz (PCL – Yr 1)
Tony Young

Diagnostic Cytology
Catherine Brown (CLO)
Eileen McDonald (PCL)

Genetics Technology
Amanda Cocca
Jennifer O’Leary
Nicole Racz (CLO & PCL)

Magnetic Resonance Imaging
Elizabeth Whitmell (CLO & PCL)

Medical Laboratory Science
Michele Allsopp-Downie
Lorinda Ashley (PCL – Yr 1)
Roy Augustin
Mary Emes
Silvana Jacobs
Peggy Kiely (CLO)
Aruna Kolhatkar (PCL – Yr 2)
Kelly Ann McPherson
Elizabeth Mercuri (CLO)
Elizabeth Offi cer
Wendy Pass
Lisa Rosenberg (CLO)

Nuclear Medicine
Caroline Cutler
Ezequiel Ledesma (CLO)
Roxana Fung
Janet Maggio
Dave Newall
Neeti Passi (PCL)
Wade Sharpe (PCL)
Anne Topple
Brian Wong

Radiation Therapy
Carol Agapito
Reshika Balakrishnan
Renate Bradley (PCL)
Martin Chai
Lisa DiProspero

Marta Evans
Terri Flood
Kerry Maddix
Elen Moyo
Marc Potvin
Bill Whiteside (CLO)

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

Respiratory Therapy
Melva Bellefontaine
Anna Edinger
Margaret Hoar
Felita Kwan (CLO)
Kathleen Olden-Powell (PCL – Yr 1 & 2)
Jody Saarvala
Dale Schwartz
Paul Smith (CLO)
Andrea White Markham
Martha Williams

Ultrasound
Cathy Babiak
Leonardo Faundez
Sheena Hewitt
Gail Rodrigues (CLO & PCL)

CLO = Clinical Liaison Offi cer
PCL = Program Communications Liaison



collaboration = partnership

Grant Mawhinney, a graduate of Michener's Anesthesia Assistant program works along side his colleagues at St. Joseph's Health Centre. St Joseph's is one of the many prestigious hospitals which serve as clinical sites to Michener's students.

Partnering with Leading Clinical Sites to Enhance Student Competencies

Over 85 active clinical sites across Canada provided clinical placements to over 620 Michener students in 2007/2008.

Clinical education is an integral component of all Michener programs. Our affiliated clinical sites are valued partners in the education of applied health care professionals. From teaching and community hospitals, private clinics to home care providers right across Canada, our clinical partners are engaged with us in the practical education of our students.

In the clinical phase of their programs, Michener students have the opportunity to apply the knowledge and skills acquired during their didactic component. Using the latest diagnostic and patient care equipment and technology, they work under the supervision of clinical coordinators, clinical instructors, clinical education directors and departmental staff.

Michener is proud to be affiliated with the following clinical sites in which our students have gained clinical experience during the past year:

- Acadie Bathurst Health Authority
- Alberta Children's Hospital
- Atlantic Health Sciences Corporation
- Baycrest Centre for Geriatric Care
- Bloorview MacMillan Centre
- Bramalea Diagnostic Services
- Brampton Sleep Clinic
- Canadian Medical Laboratories
- Capital Health Authority
- Central Toronto Diagnostic Imaging
- Chatham-Kent Health Alliance
- Children's Hospital of Eastern Ontario
- Cobourg Sleep Clinic
- Courtice Health Centre
- Diagnostic Services of Manitoba
- Eastern Health
- Eglinton & Don Mills X-Ray and Ultrasound
- Flemingdon Foot Care
- Grand River Hospital
- Guelph General Hospital
- Halton Healthcare Services Corporation
- Hamilton Health Sciences
- Hotel Dieu-Grace Hospital, Windsor
- Humber River Regional Hospital
- Humber Valley X-Ray and Ultrasound
- Huron Perth Healthcare Alliance
- Insight Diagnostics Imaging Corporation
- IWK Health Centre
- Kingston General Hospital
- KMH Cardiology & Diagnostics
- Lakeridge Health Corporation
- Lakeshore Area Multiservice Project
- London Health Sciences Centre
- London X-Ray Associates
- Malvern Sleep Clinic
- Medigas Inc.
- Medisys
- Metro Central Ultrasound
- Metro Radiology
- Mississauga Diagnostic Imaging
- Mount Sinai Hospital
- Niagara Health System
- North York General Hospital
- Oak Ridges Medical Diagnostic Imaging
- Peterborough Regional Health Centre
- Positive Foot Care & Orthotics
- Professional Respiratory Home Care Service
- Queen Elizabeth II Health Sciences Centre
- Queensway Carlton Hospital
- RDS
- Ross Memorial Hospital
- Rouge Valley Health System
- Royal University Hospital
- Royal Victoria Hospital
- Sherbourne Health Care
- Simcoe Foot Care
- Smythe Foot Care
- Southlake Regional Health Centre
- St. John's Rehabilitation Hospital
- St. Joseph's Healthcare, Hamilton
- St. Joseph's HealthCare, London
- St. Joseph's Health Centre, Toronto
- 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 Credit Valley Hospital
- The Hospital for Sick Children
- The Ottawa Hospital - Civic, General & Rehab Sites
- The Scarborough Hospital
- The Thunder Bay Regional Health Sciences Centre
- Tillsonberg District Memorial Hospital
- Toronto East General Hospital
- Toronto Medical Laboratories
- Toronto Rehabilitation Institute
- Trillium Health Centre
- University Health Network – General & Western Sites
- University Health Network - Princess Margaret Site
- University of Alberta Hospital
- VitalAire
- West Park Healthcare Centre
- West Parry Sound Health Centre
- William Osler Health Centre
- Windsor Regional Hospital
- Women's College Hospital

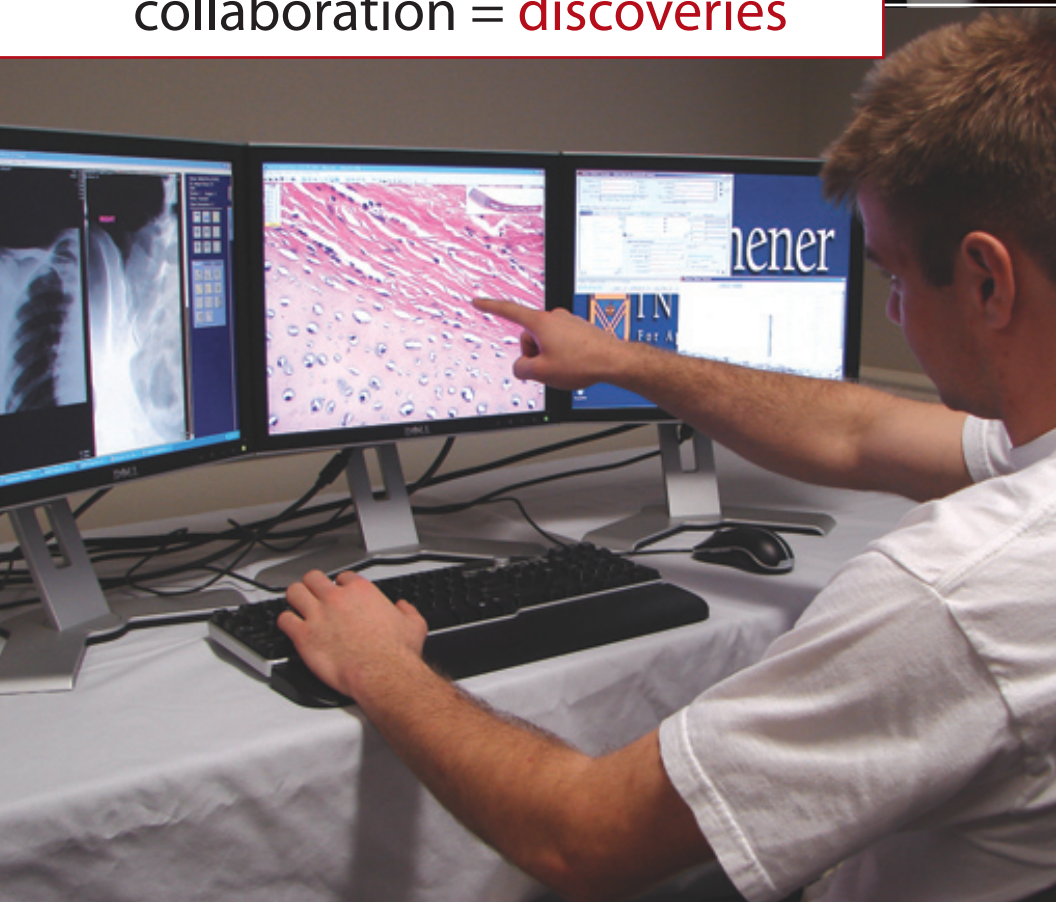
This past year, Michener introduced status appointments for our clinical partners. We are thrilled to report that close to 400 staff from our clinical partner sites have received status appointments as Clinical Educators, Clinical Coordinators or Clinical Adjunct Professors.

Clinical Educators: 310
Clinical Adjunct Professors: 19

Clinical Coordinators: 62



collaboration = discoveries



Discovering the Mutual Benefits of Partnerships

Corporate and private industry partners have enthusiastically embraced Michener's vision for excellence in applied health education. In 2007 and 2008, The Michener Institute maintained and fostered new partnerships with leading health care and technology organizations whose enthusiasm for our innovative curriculum model, interprofessional approach and patient-centric philosophy has resulted in collaborative discoveries for the benefit of our students.

Major Supporters (\$10,000 or more)



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

- Canada Life
- Gamma-Dynacare Medical Laboratories
- Medisys Health Group
- ProResp
- The Orthotic Group

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

- GE Healthcare

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

- Convocation Flowers



collaboration = accomplishment



Year in Review

2007

- New Interprofessional curriculum integrated into the Medical Radiation Sciences programs with University of Toronto
- First visit to The Michener Institute by Minister of Health and Long-Term Care, George Smitherman
- Dr. Amitai Ziv, Founder and Director, Isreal Center for Medical Simulation, Deputy Director of Sheba Medical Center, Recipient of the 2007 Charles Bronfman Humanitarian Award receives Michener's prestigious Honorary Diploma for Leadership in Applied Health Sciences
- First Michener Community Forum hosted by the Board of Governors on the topic of Emerging Professions
- \$1.6 million educational alliance established with IMPAC Medical Systems Inc., (an Elekta company) to introduce an integrated state-of-the-art e-Health record system at Michener.

2008

- Top 50 Employer in the Greater Toronto Area for 2008
- First Multiple Mini Interview process to transform Michener's Admissions Process for two programs: Genetics Technology and Ultrasound. To be expanded into 5 other programs for the 2008/2009 admissions cycle
- Launch of Michener's first simulated clinical semester
- Launch of Michener Magazine for alumni and friends. The publication fosters community, strengthens loyalty, engenders pride and inspires investment
- Approval of over \$8 million from the Ministry of Health and Long-Term Care to Phase I of Michener's transformation, including a centre of excellence in simulation on two floors of the facility.
- Advancement in E-Health Record Integration: Radiology Information System is integrated with the Picture Archiving and Communication System



collaboration = new vision

Visualize an Innovative Space for Collaboration

Enhanced collaboration is on the horizon for The Michener Institute with the imminent construction of Phase I of an innovative learning environment.

This new physical configuration of space will better enable teamwork collaborations and improve the learning experience for students and faculty alike. Simulated scenarios such as crisis management or pandemic response will now have ample room for activity, hands-on collaboration, reflection and learning.

In 2009, the third and fourth floors of Michener will be transformed into a Centre of Excellence for Simulation that will serve to improve the skill and preparedness of tomorrow's medical technologists, physicians and nurses.

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 health care learning experience and embrace all healthcare professions and educators
- Incorporate the critical curriculum principles of interprofessional education, simulation enhanced learning and health care 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.



collaboration = understanding

Increasing Understanding with Communities of Practice

The Michener Institute is a contributor, participant, collaborator and leader in numerous communities of practice where education, health care, innovation and technology are considered.

Honours

- 2007 International Exemplary Leaders Award for VP Academic and Vice Provost, Chair Academy, Denver, USA
- 2008 Top 50 Employer in the Greater Toronto Area

Published

- Advocate, Fall 2007 –“MLT Education Reform: the Future is Now” by Dr. Paul Gamble
- Advocate, Volume 13, Issue 3 –“Lost and Found in Transition: Foreign Trained Professionals” by Aruna Kolhatkar
- Annals Academy of Medicine, Singapore, Volume 36 No. 9 – “Helping Learners in Difficulty: The Incidence and Effectiveness of Remedial Programmes of the Medical Radiation Sciences Programme at University of Toronto and The Michener Institute for Applied Health Sciences” co-authored by Renate Bradley, Jeremy Kwan, Fiona Cherryman with others from the University of Toronto
- Journal of Interprofessional Care, Volume 22, Issue 2, March 2008 - “Skills Integration in a Simulated and Interprofessional Environment: An Innovative Undergraduate Applied Health Curriculum” by Dr. Karim Bandali, Michelle Mummery, Dr. Kathryn Parker and Dr. Mary Preece
- Leadership, Volume 14.2 Fall issue - “Fractualizing Change at Michener” by Dr. Paul Gamble, Joanne Milligan, Kathryn Parker, Mary Preece, and Peter Dickens
- Leadership, Volume 14.2, Winter 2008 –“Achieving Best Experience, Best Education: Defining Strategy” by Dr. Paula Burns and Jill Shaver
- Wellness Options, Issue No, 32 – June 2007 –“Using Feet as a Window to Disease” by Susan Weltz

Presented

- European Interprofessional Education Network in Health and Social Care, Krakow, Poland
- The Canadian Society for Professional and Organizational Developers, Breathe Symposium, Halifax, Canada
- Association of Canadian Community Colleges Annual Conference, Montréal, Canada
- Wait Time Strategy Roundtable, Toronto, Canada
- Canadian Society for Medical Laboratory Sciences 2007 Leadership Forum, Hamilton, Canada
- 8th Annual National Asthma and Education Conference, Halifax, Canada
- Ontario Society of Medical Technologists, Toronto, Canada
- Toronto Hyperbaric Medicine Symposium, Toronto, Canada
- Collaborating Across Borders: An American-Canadian Dialogue on Interprofessional Health Education, Minneapolis, USA
- National Council for Marketing and Public Relations 34th Annual Conference, Savannah, USA
- Canadian Society for Medical Laboratory Science Conference, Hamilton, Canada
- University of Toronto, Department of Radiation Oncology Retreat, April 2007
- 2nd Annual Celebrating Innovations in Health Care Expo, hosted by the MOHLTC, May 2007 (Michener was chosen as a finalist for the Minister’s Award for Innovation in the Health Human Resources Category)
- 19th World Congress of Podiatry, May 2007
- Annual Conference of the Ontario Society of Chiropodists at the Canada Health Infoway’s Academic/Learning Advisory Group Meeting, June 2007
- International Conference, Rethinking Interprofessional Education and Development, October 2007
- The Canadian Cardiovascular Congress, October 2007
- 2007 Ontario Hospital Association HealthAchieve, November 2007
- Practice Makes Perfect Conference, Education of Health Professionals in Clinical, Community and Simulated Settings, November 2007

Represented

- Association of Canadian Community Colleges Conference, Learning Needs of Aboriginal Learners, Timmins, Canada
- OHA Health Achieve 2007, Toronto
- Interprofessional Education Faculty Development, Toronto, Canada
- 4th Annual National Interprofessional Health Care Conference, London, Canada
- 19th World Congress of Podiatry, Copenhagen, Denmark
- FIP International Consensus Conference, Copenhagen Denmark
- Canadian Diabetes Conference, Vancouver, Canada
- Pathology Visions Conference, San Diego, USA
- Association of Fundraising Professionals Congress, Toronto, Canada



Dr. Winston Isaac congratulating Destiny Lichy, 2007 winner of the Dr. Winston Isaac Scholarship in Respiratory Therapy

collaboration = generosity

Generosity of spirit, heart and mind

Michener students are fortunate to receive financial support and assistance from alumni and other friends who keenly recognize the value of applied health education. Bursaries and scholarships provide much needed financial aid and awards to deserving students in all applied health sciences fields.

These generous collaborators make it possible for Michener students to focus their time and energy on their learning and skills acquisition.

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

- Tim Colfe
- Michael Garvey
- Dr. Paul Gamble and Dr. Brenda Gamble
- Rosanna Magnotta
- Dr. Winston Isaac

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

- Julia Bentley
- Diana Michener Schatz

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

- Zita Gardner
- James Kerr
- Eileen McDonald
- Robert Miner
- Wendy Sutton
- Tim Watson
- Brian Wong



Friends and partners gather to celebrate at the 2007 student awards and bursaries ceremony.





collaboration = teamwork



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 health care team.
2. Advancement of professional practice for established and emerging applied health sciences disciplines.

 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

collaboration = results

Consolidated Statement of Operations

Year Ended March 31

	2008	2007
Revenues		
Ministry of Health and Long-Term Care	17,089,387	16,283,820
Fees Received	5,167,793	4,555,542
Scholarship and Bursary Funds Income	97,483	423,505
Rental Income	365,062	1,054,228
Sundry Income	1,481,656	1,706,087
Access and Options Project	-	199,275
	24,201,381	24,222,457
Expenses		
Salaries, Academic Contractors, and Benefits	14,612,243	14,176,798
Education programs and Support	3,405,188	4,678,351
Building Occupancy Costs	2,432,360	2,279,310
Other Operating Expenses	3,203,366	2,416,049
Scholarship and Bursary Awards	48,853	66,887
Access and Options Project	-	199,275
	23,702,010	23,816,670
Depreciation	1,540,861	1,486,936
Amortization of Deferred Capital Contributions	(1,401,394)	(1,347,468)
	23,841,477	23,956,138
Excess of revenues over expenses for the year	359,904	266,319

Summarized Statement of Financial Position

As at March 31

	2008	2007
Assets		
Cash and Short Term Deposits	6,269,463	2,959,320
Short Term Investments	1,815,540	1,475,076
Accounts Receivable	349,004	505,837
Grant receivable - Ministry of Health and Long-Term Care	-	780,357
Prepaid Expenses	232,904	196,275
	8,666,911	5,916,865
Long Term Investments	3,623,642	4,832,282
Property and Equipment (Net of depreciation)	15,620,395	15,813,984
	27,910,948	26,563,131
Liabilities and Net Assets		
Accounts Payable and Accrued Liabilities	4,660,375	4,509,471
Unearned Income	2,147,335	3,316,204
Deferred Capital Contributions	12,564,405	10,558,527
	19,372,115	18,384,202
Net Assets	8,538,833	8,178,929
	27,910,948	26,563,131

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, 2008 and for the year then ended. In our auditors' report on the complete financial statements, dated May 16, 2008, 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 16, 2008

CLARKE HENNING LLP
CHARTERED ACCOUNTANTS
Licensed Public Accountants



collaboration = direction

Executive Leadership Team

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

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

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

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

Lissa Manganaro, BA, CAE
MANAGER, CORPORATE SUPPORT

Program Chairs:

Suzanne Allaire
Karim Bandali
Fiona Cherryman
Sydney Redpath
Anne Rumbolt

Medical Laboratory Sciences
Cardiovascular Perfusion
Medical Radiation Sciences
Primary and Critical Care
Diagnostic Cytology

Directors:

Iliana Arapis
Karim Bandali
Alice Chow
Sarah Eyton
Brad Niblett
Kathryn Parker
Cathy Pearl
Bill Pitman
Pearl Raju
Anne Rumbolt
Ann Russell

Communications & Public Relations
Associate Vice President, Business Development
Finance
Development & Alumni Relations
Chief Information Officer
Evaluation, Scholarship and Assessment
Student Success Network
Student Enrolment & Registrar
Learning Resource Centre
Centre for Continuing Professional Education
Centre for Learning and Innovation

Alumni Board

Sean McCluskey, Chair
Christine Nielsen, Vice Chair
Elaine Tang, Student Member
Emilie Kauss, Student Council Member
Geeta Seocharan
Hollin Ng
Karim Bhaloo
Lynn Yawney
Michelle Lau
Rajesh Sharma
Son Nguyen
Sarah Eyton, Ex officio
Wudasie Efrem, Ex officio



We commit to...
We learn from successes and failures
We give our best
We are m...
We mode...
communi...
We enga...
We are di...



Michener is celebrating 50 years of excellence in applied health education and you are invited to take part in various events throughout the year. Let's celebrate the many contributions that Michener and our alumni have made to health care over the past half century!

50TH ANNIVERSARY EVENTS

HOMECOMING

- PUB NIGHT
- ALUMNI BRUNCH

NOVEMBER 21 & 22

GALA EVENING

NOVEMBER 22

collaboration = celebration

Visit www.michener.ca/50th for more information on how to join in the celebrations!

COMMEMORATIVE HISTORY OF MICHENER

We are preparing a special limited edition book on the history of The Michener Institute for the 50th Anniversary in 2008.

The book will capture Michener's dynamic spirit and story of innovation, academic excellence, achievement and health care contribution being made by Canada's only post-secondary educator dedicated to applied health.

We would welcome anecdotes, stories, memories or testimonials to be included in the book. Send an e-mail to 50th@michener.ca with a story. Be sure to include your name, graduating year and program as well as contact information. All submissions will be reviewed by the Editorial Committee for the 50th Anniversary History Book for publication, and all will be included in Michener's Archives.

collaboration

$$\left[\frac{(\text{respiratory therapy} + \text{nuclear medicine})}{\text{medical laboratory sciences}} \right]^2 = x$$

x^2y^2 = interprofessionalism

$(\text{radiation therapy} - \text{ultrasound})^2 \text{diagnostic cytology} = y$

collaboration = innovation

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