



# the making of a health care hero

2009/2010 REPORT TO THE COMMUNITY



BEST EXPERIENCE • BEST EDUCATION -

From the very moment a student first enters our doors, we promise to offer them the Best Experience, Best Education. We also promise to graduate health care professionals with both the intellectual and emotional stamina to be an unwavering source of hope and support - a health care hero for patients in clinics and hospitals across Ontario and Canada.

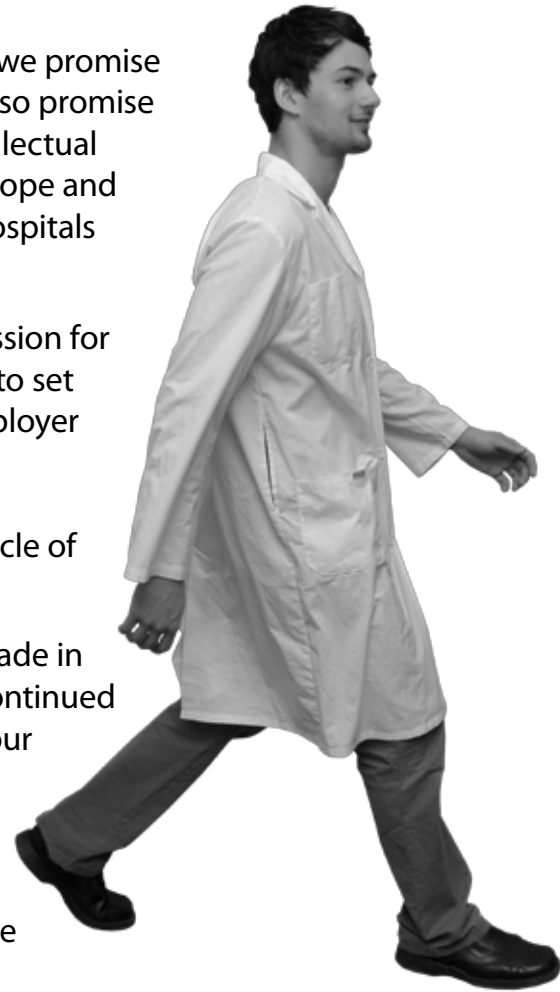
Motivating us everyday as educators is our students' passion for health care and their confidence in Michener's capacity to set them up for success in the real world. Graduate and employer satisfaction serve as evidence that our comprehensive approach to applied education is thriving and valuable. In the pages that follow, we walk you through the life cycle of students here at Michener.

We showcase the strides we've made in our applied education through continued efforts to improve the quality of our programs and campus facilities.

We highlight how dynamic technology and laboratory platforms such as the Centre for the Advancement of

Simulation and Education (CASE), enhances team- and simulation-based learning and better prepares our students for the clinical environment.

[This is the story of the making of a health care hero...](#)



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## THE ROAD TO BECOMING A HERO

Courage. Compassion. Commitment.

These are just some of the words that come to mind when we describe a hero devoted to saving lives. These also are the qualities we look for in our health care providers, the very people we trust to protect our health and heal our bodies.

As the learning organization of choice for the applied health sciences, Michener strives to admit students who not only possess the mental capacity, but also the spirit to be ethical, empathetic health care professionals who deeply appreciate that being a health care practitioner is a moral undertaking that impacts patients' lives.

With excitement and anticipation, prospective students visit Michener each spring for Multiple Mini Interview (MMI) week to be evaluated through multiple assessments by multiple assessors. During this process, students are confronted with complex moral scenarios and behavioural questions to assess non-cognitive characteristics like responsibility, teamwork, ethics, communication and self reflection, which is in no way an assessment of clinical skills.

We're happy to report that since integrating the MMI as part of the admission process in 2008, admitted students exhibit significantly higher levels of communication, professionalism and ability to integrate their skills in interprofessional teams at the onset of their academic year than previous cohorts. Successfully passing the MMI is just the first test of many for students at Michener as they set off on their mission to become a future health care hero.



### Programs admitting students through the MMI

Cardiovascular Perfusion Technology

Chiropody

Diagnostic Cytology

Genetics Technology

Medical Laboratory Science

Nuclear Medicine

Radiological Technology (X-Ray)

Radiation Therapy

Respiratory Therapy

Ultrasound

### Total Enrolment 2008/2009

Advanced Diploma	701
Graduate Diploma	119
Graduate Advanced Diploma	88
Graduate Certificate	292
Continuing Education	5100

### Graduate Satisfaction

87%

of graduates agree Michener provided the Best Experience

86.7%

of graduates agree Michener provided the Best Education



In addition to reviewing applicant grades and marks, the making of a future health care hero at Michener involves undertaking the Multiple Mini Interview (MMI)

### ACADEMIC PROGRAMS

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  
 Physician Assistant  
 Radiation Therapy  
 Radiological Technology (X-Ray)  
 Respiratory Therapy  
 Ultrasound





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## EDUCATING EVERYDAY HEROES TO BE EXTRAORDINARY HEALTH CARE PROVIDERS

Heroes are all around us. They don't wear capes or fly; they don scrub and lab coats and help save the lives of Canadians every day. They are Michener graduates. They are our heroes of health care.

Michener's Board of Governors serve those health care heroes by empowering Management to uphold the principles of a learning environment that offers the best experience and provides the best education to students during their time at Michener. We champion the quality of their education in the applied health sciences at Michener, so that they in turn can shape your lives. Their skills astound us and their will inspires us. We strive to support them in every way possible because their success is our success.

Michener's management team leads with intention, purposefulness and determination to focus on the academic growth and preparation of our students in order to fulfill our commitments to the community and the health care system, to deliver the best practitioners. It is our job to prepare them for the road ahead. The education Michener students receive is rooted in the required discipline-specific competencies and integrates the principles of interprofessional collaboration, simulation-based learning and new technologies. Taken together, it is a unique and unmatched educational experience.

No year is without its challenges in post-secondary education, and although this is a reality, we recognize the many significant accomplishments that Michener has achieved. This year, as in previous years, the academic experience featured prominently. Enhancements to our curriculum were made in response to the latest needs in health human resources, advances in technology and the constantly changing work environment. A continuous improvement mindset and an expanding culture of inquiry have also supported the growth and development of our faculty as

interprofessional facilitators. The opening of the CAE/ Michener Centre for the Advancement of Simulation and Education, a two-floor simulation and assessment centre, now actively serves as a hub for team- and simulation-based learning as well as the focal point for clinical preparation.

Preparing our heroes is not a job we take lightly, nor one we can do ourselves. We rely on the expertise of our faculty and staff, who have garnered us the GTA Top Employer Award for the fourth consecutive year. We rely on the efforts of clinical partners, as well as the commitment of our donors, partners and private-sector allies to achieve the goal of educating future health care heroes. You all play an important role, and for that, we thank you. Together, we've worked attentively and conscientiously to ensure that our students are equipped with the knowledge, practical skills and compassion to be successful upon graduation.

The health of Canadians is in their heroic hands, and we actively prepare them to be ready.



Paul A.W. Gamble, DrPH  
President and CEO



Paul Bertin, BA, BEd  
Chair



2010 - 2011  
BOARD OF  
GOVERNORS



## ACADEMIC TRIUMPHS

To make sure our health care heroes are prepared to flex the right muscles when the time comes, we continuously seek innovative ways to enrich our curriculum, while regularly assessing the quality of our programs every academic year. This past year witnessed the development of new curriculum and streamlining of existing programs to better serve student needs.

Partnership with the University of Toronto (U of T) and the Northern Ontario School of Medicine (NOSM) to contribute in the development, administration and delivery of U of T's new Physician Assistant degree program

Evaluations for 82 courses in 11 programs and for 56 of our faculty

Maximum six year accreditations granted to Medical Laboratory Science, Ultrasound and Cardiovascular Perfusion programs by The Canadian Medical Association

Re-design and re-launch of the Respiratory Therapy Diploma in less than eight months

## HEALTH CARE HEROES IN TRAINING

Training to become a health care hero begins in small classroom sizes led by dedicated faculty. The first year aims to equip students with a solid didactic foundation that is further enhanced with hands-on training during the second and third years to send our health care heroes soaring with confidence into their clinical placements - and eventually as guardians of patient health in hospitals and clinics across the nation.

### COURTNEY DALTON

#### Genetics Technology, Class of 2012

*After I was accepted into the Genetics Technology program I had a difficult decision to make: should I stay in the med lab program I was currently enrolled in at another school that I had already put so much time and effort into, or should I pursue my interest in genetics? I took a tour of Michener to help me decide. Seeing the building and learning about the small school and class sizes, as well as how much the teachers care about the success of their students really impressed me. Living and studying in downtown Toronto was also appealing. All of this, combined with my desire to be part of a fast growing field ultimately made the decision easy.*

*I'm so glad that I chose to come to Michener! There's never a day that I don't look forward to going to class and I can't imagine what my life would be like had I not met my classmates or the professors here at The Michener Institute.*







## TRANSFERRING SUPER POWERS

Serving as loyal mentors to students every step of the way on their path towards becoming a health care hero are their teachers. Because the knowledge teachers impart to students often proves more valuable than that derived from a textbook, Michener faculty themselves remain avid learners of their profession to stay current with health care education trends.

### REPRESENTED

The 34th Annual Conference of the Association for Teacher Education in Europe (ATEE) and the Institute for Knowledge Innovation and Technology's Summer Institute in **Palma de Mallorca, Spain.**

Interprofessional Collaboration (IPC) Competency Summit in **Toronto, Canada**

### PUBLISHED

*Radiography.* "The concept of caring: Perceptions of radiation therapists." Amanda Bolderston, Donna Lewis and Martin J. Chai



Over the past year, faculty and staff attended 37 conferences and published eight journal articles, sharing insight with other scholars about education and curriculum design, interprofessional collaboration and simulation to bolster health education not just in Canada, but around the world.

### PRESENTED

The Association for Medical Education in Europe (AMEE) Annual Conference in **Málaga, Spain**

International Interprofessional Conference in **Sydney, Australia**

International Society for Quality in Health Care (ISQua) Conference in **Dublin, Ireland**

School of Allied Health Professions (SAHP) at The University of Nebraska Medical Center (UNMC) Research Development Seminar Series in **Nebraska, United States**

International Meeting on Simulation in Healthcare in **Phoenix, United States**

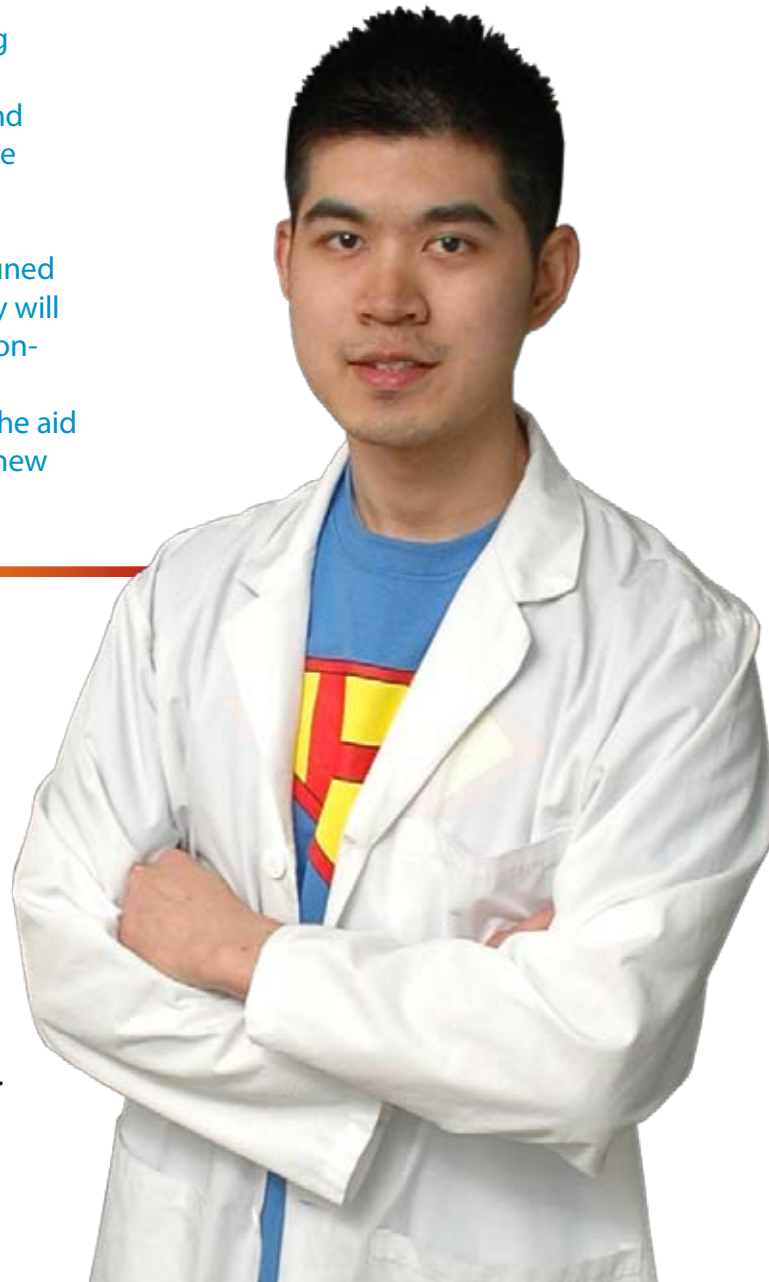
Ontario Interprofessional Health Collaborative: IPE Ontario Conference in **Toronto, Canada**

Canadian Society of Diagnostic Medical Sonographers conference in **Toronto, Canada**

Radiation Therapy Conference in **Toronto, Canada**

## LEARNING BY DOING

Without x-ray vision or superhuman healing powers, our future health care heroes must utilize advanced technology to diagnose and treat patients. Michener students work more intensely on an array of high-tech medical equipment and various platforms in their second and third years to become well-attuned to the clinical environments into which they will graduate. Now in its third year, the simulation-based curriculum at Michener continues to empower and drive student learning with the aid of industry partners and the acquisition of new and state-of-the-art technology.



### ANDREW SULISTIJO

#### Nuclear Medicine, Class of 2012

*I chose The Michener Institute because it provides me with a holistic education and the best experience during my study. The courses at Michener are very hands-on, which makes learning enjoyable. I also have the opportunity to work in an interprofessional environment, diversify my knowledge through various selective courses, and get an early exposure to clinical experience. The new healthcare simulation centre at Michener in partnership with CAE is definitely a plus point as it provides me with a more immersive experience in healthcare.*



### VIRTUAL ENVIRONMENT RADIOTHERAPY TRAINING SYSTEM (VERT)

**Ally: Vertual Ltd, United Kingdom**

VERT simulates the virtual reality of a radiation therapy treatment room using captivating 3D views and life size visualizations to train radiation therapists and interprofessional teams. Michener is the first educational institution in North America to introduce immersive (virtual reality) education in radiation therapy.

### RADIATION THERAPY LINAC ACCELERATORS

**Ally: Elekta, Sweden**

Two new Radiation Therapy Linac units from Elekta were installed on the 9th floor for Radiation Therapy program students to use at the beginning of 2011. These are the only Linac units built solely for the purpose of education and training.







### GE HEALTHCARE MICHENER ADVANCED CT IMAGING CENTRE OF EXCELLENCE

**Ally: GE Healthcare, Canada**

Access to the Computed Tomography (CT) suite and electronic image library holding over 450 anatomical scans provide Michener CT and Medical Radiation Sciences (MRS) students (includes Radiological Technology, Nuclear Medicine and Radiation Therapy disciplines) a better working knowledge of CT scanning, imaging and diagnostic capabilities.



### KYOTOKAGKU PHANTOMS

**Ally: Kytokagku, Japan**

Kyotokagku imaging phantoms offer Radiation Technology and Ultrasound students opportunities to practice visual evaluation and learn about optimal scanning conditions on true-to-life anatomical models with synthetic organs embedded in soft tissue.



### ORPHEUS

**Ally: Ulco Technologies, Australia**

Cardiovascular Perfusion (CVP) students test their aptitude for monitoring patient blood flow and vital signs using Orpheus, a computer controlled device that stimulates human circulation and pulse. Michener is home to Canada's only Orpheus, which has proven indispensable for teaching students how to react when handling high-pressure scenarios, such as power outages in the operating room or mechanical failure of a heart-lung machine.

### CAE/MICHENER CENTRE FOR THE ADVANCEMENT OF SIMULATION AND EDUCATION (CASE)

**Ally: CAE Healthcare, Canada**

CASE is one of the first and largest simulation-based learning centres in North America to specialize in providing interprofessional, simulation-based education for integrated healthcare teams and health professionals. With two floors of simulation space (20,000 square feet), the Centre offers Objective Structured Clinical Examination (OSCE) suites and simulation studios that are available for both Michener students and external clients who require space for training and examinations.





## PUTTING SUPER POWERS TO THE TEST

Before they can officially claim their titles as health care heroes, students must master and apply their acquired skills and knowledge in the clinical environment – the final test for assessing student readiness and ability to join the health care workforce. Our clinical partners provide an integral contribution to the clinical education of our students. Michener faculty and staff work with clinical partners to match 100 per cent of students to placements that give students opportunities to gain applied experience from practicing professionals. Students emerge from their clinical placements better prepared, professional and poised to succeed in their professions.

## CLINICAL SITES 2009 - 2010

Alberta Children's Hospital, Calgary  
Atlantic Health Sciences Corporation, Saint John  
Bennett Podiatric Medical Centre  
Bridgepoint Health  
Burlington Health Focus  
Capital Health Authority, Stollery Children's Hospital  
Chatham Kent Health Alliance  
Children's Hospital of Eastern Ontario  
CML HealthCare  
Diagnostic Services of Manitoba  
Downsview Xray  
Eastern Health, St. John's  
Ellesmere X-Ray Associates  
Erin Mills Podiatry  
Feet-In-Motion  
Flemingdon Health Centre  
Gamma Dynacare – Brampton & Ottawa  
Georgian Radiology Associates-Barrie Clinic  
Glazier Medical  
Hamilton Health Sciences – Chedoke, Henderson General, McMaster and St. Peter's sites  
Hôtel Dieu-Grace Hospital, Windsor  
Humber River Regional Hospital  
Humber Valley X-ray & Ultrasound  
Huron Perth Healthcare Alliance, Stratford General Hospital site  
Insight Diagnostic Imaging

IWK Health Centre, Halifax  
James Fitzpatrick, Chiroprapist  
Kennedy-Eglinton Foot Clinic  
Kingston General Hospital  
Kirkland & District Hospital  
KMH Cardiology & Diagnostic Centres  
Lakeridge Health Corporation, Oshawa General site  
Lakeshore Area Multi-Service Project  
London Health Sciences Centre – University, Victoria and Regional Cancer Centre sites  
LifeLabs  
London X-ray Associates  
Markham Stouffville Hospital  
Medisys Health Group  
Mississauga Podiatry  
Mount Sinai Hospital  
Niagara Foot Care Clinic  
Niagara Health System  
North York Foot Clinic  
North York General Hospital  
Oak Ridges Medical Imaging  
Peterborough Regional Health Centre  
Port Perry Imaging  
Positive Footcare & Orthotics  
Physiocare & Rehab Multidisciplinary Clinic  
Queen Elizabeth II Health Sciences Centre, Halifax  
Queensway Carlton Hospital

Queensway Xray  
Quinte Health Care, Belleville General site  
Radiology Consultants Associated-Calgary  
Regina QuAppelle Health Region  
Rouge Valley Health System–Ajax and Centenary sites  
Royal University Hospital, Saskatoon  
Royal Victoria Hospital, Barrie  
Sherbourne Health Centre  
Six Points Diagnostic Imaging  
Southlake Regional Health Centre  
Stouffville Family Footcare  
St. John's Community Health Centre  
St. John's Rehabilitation Hospital  
St. Joseph's Healthcare, Hamilton  
St. Joseph's Health Care, London  
St. Joseph's Health Centre, Toronto  
St. Mary's General Hospital, Kitchener  
St. Michael's Hospital  
Sudbury Regional Hospital  
Sunnybrook Health Sciences Centre – Main site and Odette Cancer Centre  
The Credit Valley Hospital  
The Hospital for Sick Children

The Ottawa Hospital - Civic, General, Cancer Centre & Rehabilitation sites  
The Scarborough Hospital – Grace & General sites  
The Thunder Bay Regional Health Sciences Centre  
The Toronto Centre for Medical Imaging  
Timmin's & District Hospital  
Toronto East General Hospital  
Toronto Grace Hospital  
Toronto Rehabilitation Centre  
Trillium Health Centre  
True North Imaging  
University Health Network – Toronto General, Toronto Western and Princess Margaret sites  
Vodden X-ray  
West Parry Sound  
West Toronto Foot & Ankle Clinic  
William Osler Health Centre – Brampton Civic Hospital  
Windsor Regional Hospital  
Winnipeg Regional Hospital  
Woolwich Community Health Centre  
Women's College Hospital  
York X-Ray Management Ltd.





Providing clinical education and experience for students is a constant challenge, made even more challenging for some professions that work in primarily private practice settings. For this reason, Michener continues to seek adaptable solutions, working with the Ministry of Health and Long-Term Care and our clinical partners to implement a more predictable and sustainable clinical placement strategy, while treating patients in a supervised environment. The Chiropody Program is one example of how this reality has generated a different kind of clinical setting.

#### **The Michener Sherbourne Clinic**

In September 2009, Michener's Chiropody program partnered with the Sherbourne Health Centre to provide a working space for students to receive hands-on clinical training under the supervision of licensed Chiropodists who are also clinical faculty. At the teaching clinic, students encounter patients from all walks of life and provide care to new Canadians, LGBTs (lesbian, gay, bisexual and transgendered) and the homeless. While students acquire valuable clinical experience, lower income and marginalized patients have access to affordable foot care.



#### **ERIN SMYTH**

#### **Respiratory Therapy, Class of 2012**

*What first drew me to Michener was its name - Institute for Applied Health Sciences, which seemed like exactly where I wanted to be. An educational institute dedicated to the health sciences where interprofessional collaboration and communication was promoted - who could ask for a more perfect place to learn? I asked around at some of the hospitals my mom worked at and the response was outstanding. Michener was the place where the best and the brightest came to learn. Some of the professionals surveyed explained they've had students from other colleges and they just didn't compare to Michener students. Michener graduates were the most prepared and up-to-date of all the people they have worked with. So it was settled, I was going to Michener.*

*It wasn't a hard decision, but it was the smartest one I made.*



## LOCAL HEROES

At the core of a great hero is not only a brave heart, but also a kind heart. By encouraging students to be invested in their education and profession, as well as their communities-at-large, our future health care heroes learn how their actions today can create a better tomorrow that transcends the work they do in their professions.

Students, faculty and staff collaborate on various fundraising activities, community services, and awareness campaigns during the academic year.



A group of over twenty students called the V-day committee performed *The Vagina Monologues* and helped raise over \$4,000 to support local and international charities devoted to fighting violence against women

Michener's student run Charity Committee donated \$430 to Heart and Stroke, Red Cross for Haiti relief efforts, and Teresa Group, which provides services to children and their families affected with HIV/AIDS

Food drives by the Charity Committee generated more than 400 pounds of donations for families in Toronto and the GTA

The Charity Committee collected over 80 cell phones to be refurbished and donated to local shelters, medical patients awaiting transplants, and developing countries where there are no landlines



For the second year at Doors Open Toronto, passionate Michener volunteers helped raise awareness about Michener and the applied health professions for over 300 visitors. Through tours and interactive hands-on displays about the applied health professions, members of the public were introduced to the makings of a health care hero

Throughout the academic year, students celebrate their program's national professional week and engage the Michener community in educational and information sessions, as well as fundraising activities to support student scholarships or related health care charities and/or causes



The Michener community donated 300 gifts for children and teenagers in hospitals and shelters to the Toronto Firefighters' Toy Drive and their charity Operation Christmas Tree

## ACCLAIM & APPLAUSE

Michener has made significant advancements in health care education and as a progressive organization thanks to the hard work of faculty and staff, who inspire excellence and integrate quality into everything they do. External recognition further affirms our victories as a robust organization in areas beyond the realm of health care education.



# Greater Toronto's Top Employers

## 2011

## A HEALTH CARE HERO IS BORN

After overcoming countless exams and labs that challenge both cognitive and non-cognitive skills, students are ready to graduate from Michener and shoulder their newfound responsibility to society as a health care hero. Instrumental to student success are the donors whose gifts and contributions to Michener help us realize our vision to offer students the Best Experience, Best Education.

We thank our alumni, donors and partners who continue to invest in the future of our students and entrust Michener to graduate health care heroes with the capacity and initiative to provide Canadians with quality health care.

### SUPPORTERS (SEPTEMBER 1, 2009 - AUGUST 31, 2010)

#### Individual Donors

Valentina Alhamouche	Paul Duffy	Jennifer Lo	Joe Resendes
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#### Organizations

Canaccord Genuity Corp  
Canada Life  
Convocation Flowers Inc  
Covidien  
Cryos Technologies Inc  
Gamma-Dynacare Medical Laboratories  
GE Healthcare Canada Inc.  
GMP Securities LP  
Ontario Home Respiratory  
Services Association  
Paris Orthotics Ltd  
ProResp  
TD Insurance Meloche Monnex  
The Orthotic Group  
Michener Ultrasound  
Department

#### SHELDON BAILEY

##### Ultrasound, Class of 2011

*As Jamaica does not have an Ultrasound course of its own, I decided to study overseas. I learnt about Michener through a friend who was doing their ultrasound distance course.*

*Among all the other schools I was considering, Michener stood out because of the staff's attention to detail and prompt responses. Michener was the only school I applied to that would respond to my queries within 24 hours or less. No question was treated as "trite," and a response was always forthcoming. In my opinion, any educational organization that takes their prospective students seriously and invests in them right from the initial contact must have a lot to give, and I was right.*

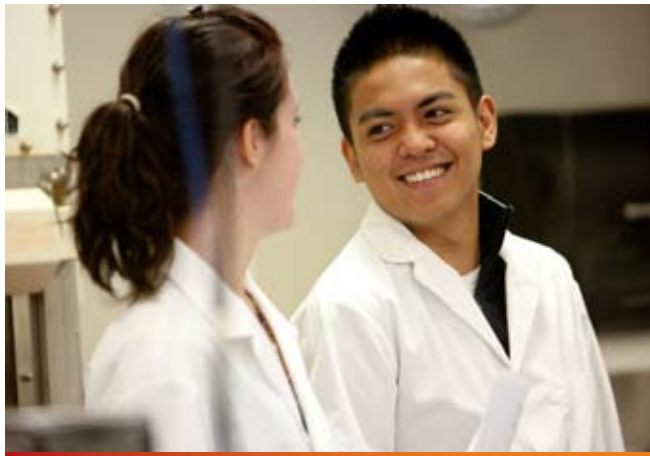






Even heroes must find creative ways to fund their moonlight careers as keepers of humanity with secret training grounds and impressive gadgets. For our future health care heroes, the Michener campus is their training ground and their gadgets are the various technologies they use to perfect their skills.

Michener's vertical campus is undergoing a revitalization to ensure our future health care heroes have the optimal resources, programs and facilities to prepare them for the real world. Generous support came from Michener's Board of Governors, staff and faculty, who committed \$97,368 to the project and Michener's Scholarship and Bursary Program. The success of Michener's I'm in Staff and Faculty Campaign facilitated the first Staff & Faculty Endowed Scholarship in Michener's history.



## EXECUTIVE LEADERSHIP TEAM

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### Chief Financial Officer

Marco DeVuono, CA

### Manager, Corporate Support

Lissa Manganaro, BA, CAE

Join us in our quest to educate and inspire future generations of health care heroes to come

### LEIGH GUERTIN

#### Respiratory Therapy, Class of 2010

*I don't believe I would be where I am today without The Michener Institute. I was fortunate enough to receive five scholarships. These awards helped bridge the gap between my education and my career.*



Help Educate Our Future Health Care Heroes Through Donations to

[www.michener.ca/donate](http://www.michener.ca/donate)

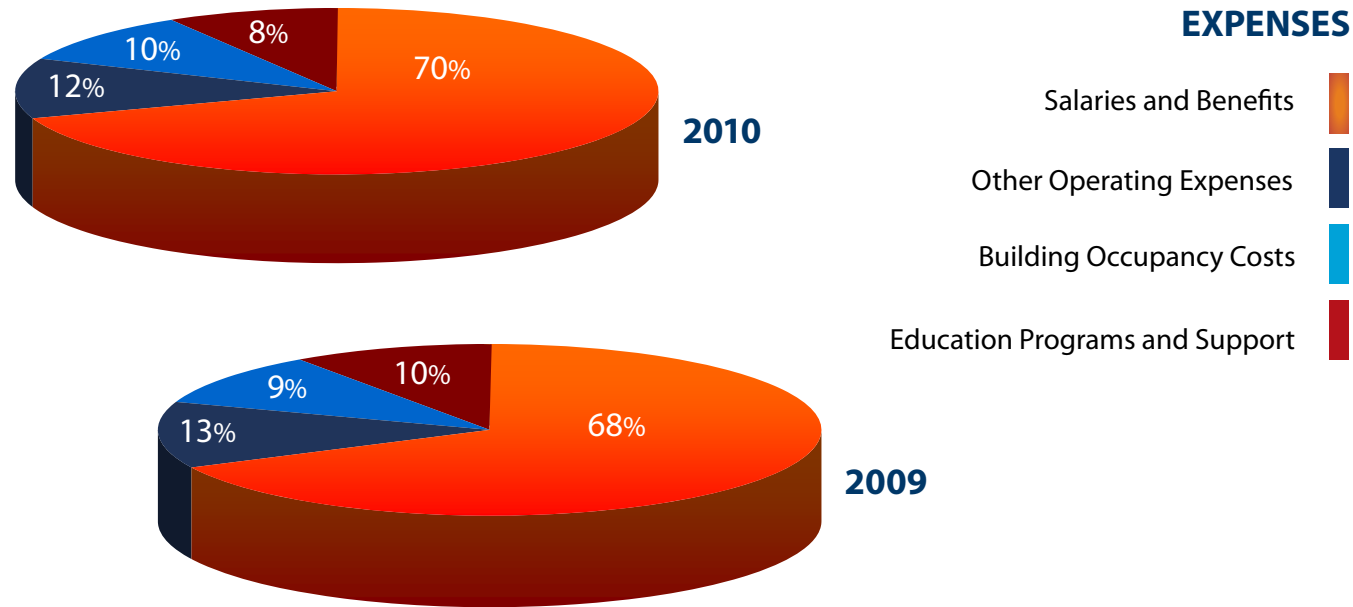
[www.michener.ca](http://www.michener.ca)

## FINANCIAL STATEMENTS

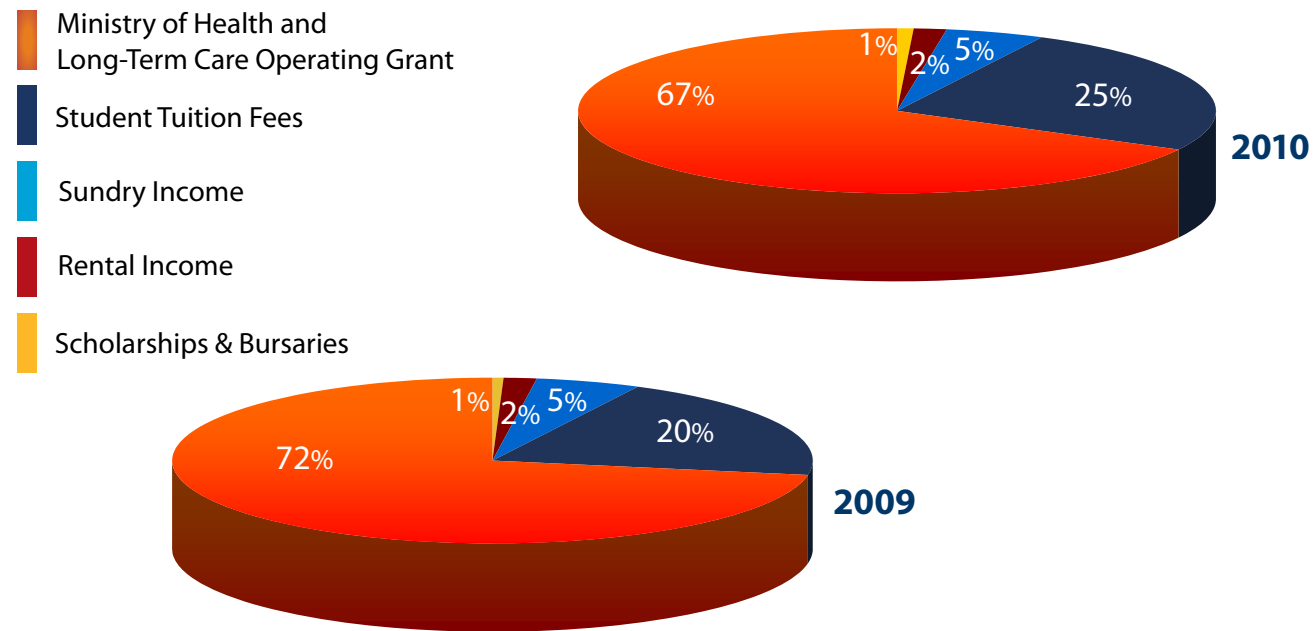
<b>SUMMARIZED STATEMENT OF OPERATIONS</b>	12 Months Ended August 31, 2010	17 Months Ended August 31, 2009
<b>REVENUES</b>		
Ministry of Health and Long-Term Care - Operating Grant	16,781,054	24,013,249
Fees Received	6,355,833	6,711,015
Sundry Income	1,220,838	1,758,528
Rental Income	382,651	499,185
Scholarship and Bursary Funds Income	236,363	208,333
	<b>24,976,739</b>	<b>33,190,310</b>
<b>EXPENSES</b>		
Salaries and Benefits	17,060,819	22,264,949
Education programs and Support	2,073,594	3,259,770
Building Occupancy Costs	2,435,984	3,091,390
Other Operating Expenses	2,860,970	4,184,916
Scholarship and Bursary Awards	54,600	98,318
	<b>24,485,967</b>	<b>32,899,343</b>
Depreciation	2,107,461	2,173,591
Amortization of Deferred Capital Contributions	(1,877,297)	(1,971,087)
	<b>24,716,131</b>	<b>33,101,847</b>
<b>Excess of revenues over expenses for the year</b>	<b>260,608</b>	<b>88,463</b>

<b>SUMMARIZED STATEMENT OF FINANCIAL POSITION</b>	August 31, 2010	August 31, 2009
<b>ASSETS</b>		
Cash and Short Term Deposits	-	568,514
Short Term Investments	859,023	477,806
Accounts Receivable	521,019	1,231,151
Grant receivable - Ministry of health and Long-Term Care	2,677,482	2,611,407
Prepaid Expenses	359,618	790,288
	<b>4,417,142</b>	<b>5,679,166</b>
Long Term Investments	8,395,916	9,340,775
Property and Equipment (Net of depreciation)	24,053,642	19,477,602
	<b>36,866,700</b>	<b>34,497,543</b>
<b>LIABILITIES AND NET ASSETS</b>		
Bank Indebtedness	1,543,108	-
Accounts Payable and Accrued Liabilities	4,366,784	5,930,086
Unearned Income	3,489,471	3,962,050
Deferred Capital Contributions	18,579,433	15,978,111
	<b>27,978,796</b>	<b>25,870,247</b>
Net Assets	8,887,904	8,627,296
	<b>36,866,700</b>	<b>34,497,543</b>





### REVENUES



### AUDITOR'S 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 August 31, 2010 and for the twelve months then ended. In our auditors' report on the complete financial statements, dated October 22, 2010, we expressed a qualified opinion because Michener accounts for all capital leases as operating leases as required by the Government of Ontario under the funding agreement, which is not in accordance with Canadian generally accepted accounting principles. The fair summarization of the complete financial statement 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  
October 22, 2010

CLARKE HENNING LLP  
CHARTERED ACCOUNTANTS  
Licensed Public Accountants

We applaud our faculty and staff for their dedication to students, and contributions to creating a collegial work environment that has earned Michener recognition as a GTA Top Employer for the fourth consecutive year. Above all, we thank our many partners and donors for their generous gifts and contributions to our students' futures as health care heroes.



To the organizations and individuals who share in our goal for making caring, competent health care professionals, while supporting our mission to revitalize Michener's campus to train students in a modernized educational setting - **our heartfelt thanks.**

Together, we open our students' eyes, minds, and hearts to a world of possibilities in health care.

Photography: Alex DeOliveria and Brian Ko  
Content & Design: Office of Advancement  
Future Health Care Heroes:  
Angela Anthony, Sheldon Bailey, Alex Chen,  
Roger Correia, Aaron Angelo Cumal,  
Courtney Dalton, Tomasz Gacek, Darren Gobin,  
Jennifer Jamieson, Lesia Kolwzan, Julie Smith,  
Ryan Smylie, Erin Smyth, Irina Sochirca,  
Helen Su, Alicia Sudama and Andrew Sulistijo





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[www.michener.ca](http://www.michener.ca)

*Future Health Care Heroes* is an award-winning campaign, which has been honoured with six prestigious marketing communications awards from the Association of Marketing and Communication Professionals (AMCP), the International Association of Business Communicators (IABC), and the National Council for Marketing & Public Relations (NCMPR).

[www.futurehealthcareheroes.com](http://www.futurehealthcareheroes.com)

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