



2010 • 2011
CORPORATE REPORT

CREATING
CONNECTIONS



Follow
ANGELA & MAURAN
on their educational experience
AT MICHENER



BEST EXPERIENCE • BEST EDUCATION

CREATING CONNECTIONS

THAT IGNITE STUDENT SUCCESS

Students at Michener are enthusiastic about building their health care careers, and everyone here—from faculty to staff to management—is committed to helping them achieve their professional goals. As students strive to become high-achieving health care heroes, Michener supports them every step of the way. These relationships and interactions students have with Michener's faculty and staff help transform aspirations into action and dreams into reality.


One of these critical relationships is with our faculty, who, supported by Michener's culture of open inquiry and continual improvement, mentor and inspire students to succeed. Faculty bring learning to life by complementing teaching in fundamental health care principles and practices with real-world insights and experiences. Faculty and staff work collaboratively to cultivate the best experience and best education for our students, and their efforts have helped us win the Greater Toronto's Top Employers award for the fifth consecutive year.

Other essential interactions that drive student success take place in labs and applied health environments, as students gain practical experience developing the skills and competencies they need for their discipline. Simulation-based learning, interprofessional collaboration, leading-edge technologies and ongoing review and revision of curricula combine to create an educational experience that closely resembles professional practice in actual health care settings. This unique and comprehensive approach results in graduates who generally match or exceed the national pass rates for their certification exams, with more than 88% finding employment within one year of graduation, and often much sooner. As well, according to the most current Key Performance Indicators, Michener outperforms provincial colleges in every major category, scoring 87% for graduate satisfaction and 98% for employer satisfaction with graduates.

The work that goes on behind the scenes to bolster students' positive interactions at Michener includes our ongoing participation in industry conferences, presentations and publications, and our securing of Canadian Medical Association (CMA) and Council on Accreditation for Respiratory Therapy Education (CoARTE) accreditation for our programs. In 2011, programs accredited by the CMA include Cardiovascular Perfusion, Diagnostic Cytology and Ultrasound. As well, Michener's strong and productive relationships with clinical educators, private-sector partners and donors continue to be critical to helping us graduate the health care heroes of tomorrow.

The foundation of Michener's ability to engage with and empower students is also of great significance to Michener's Board of Governors. By emphasizing good governance, the Board is able to set a standard of excellence and integrity for the organization. The Board strives to ensure Michener is connected to its communities, encourages diverse perspectives, promotes collaborative decision-making, and demonstrates forward thinking and strategic leadership. By continually evaluating and improving policies and procedures, Michener continues to be a fiscally and socially responsible organization that effectively meets the needs of students.

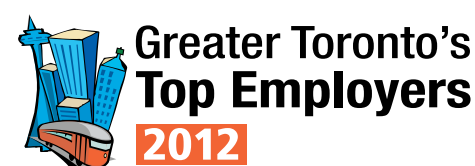
The following pages reflect the many qualities of a Michener education from the perspectives of two of our graduates, and demonstrate how the Michener community helps students achieve their academic and career goals. Ultimately, the interactions between Michener and its students have wide-reaching benefits for the community and the health care system, as graduates become competent health care professionals who have the knowledge, skills and compassion to make a difference in their fields.


Paul A.W. Gamble, DrPH
President and CEO


Blair Baxter, BComm, CA
Chair

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Satisfaction Rates*

GRADUATE SATISFACTION
86.7%

EMPLOYER SATISFACTION
98%

EMPLOYMENT RATE
88.7%

*Rates are for 2009-2010

ENROLMENT NUMBERS:

Advanced Diploma 697

Graduate Diploma 119

Advanced Graduate Diploma 89

Graduate Certificates 283

Continuing Education 3537

BEST EXPERIENCE, BEST EDUCATION

@ MICHENER

Michener prepares students for success through strong relationships — empowering interactions with faculty, staff, services and departments that enable them to become high-achieving health care professionals. Two alumni discuss the impact of their Michener education — how it ignited their passion for their respective fields, helped them develop essential knowledge and skills, and provided a gateway to rewarding health care careers.

HEALTH CARE HEROES

Angela Anthony

Medical Laboratory Science
Advanced Diploma

3 years

June 2012

Pathologist's Assistant (PA)
at University Health Network

Volunteers for the Princess
Margaret Hospital Lodge, for
which she helps organize and
carry out recreational events
for patients.

A native of Halifax, Nova
Scotia who started her career
as an interior designer,
Angela transitioned into
health care so she could
make a meaningful difference
in people's lives. She was
drawn to medical laboratory
technology because of the
analytical rigour required to
perform the work, the
sophisticated technologies
and facilities involved, and
the ongoing opportunities to
collaborate with coworkers.

Mauran Patkunashingam

Respiratory Therapy
Advanced Diploma

3 years

June 2011

Hired within three
months of graduation
as (temporary) full-
time Registered
Respiratory Therapist
(RRT) at William Osler
Healthcare Systems; also
works part-time at West
Park Healthcare Centre.

Volunteers for Respiratory
Therapists Without Borders
(RTWB) and Bringing About a
Better Understanding (BABU),
organizations for which he
facilitates the distribution of
ventilators and other life-support
equipment from donating
hospitals or health care vendors
to hospitals and clinics in
developing countries.

WHY
(S)HE CHOSE A
HEALTH CARE
CAREER

With a lifelong interest in helping
others, Mauran completed a
Bachelor of Arts in Health Sciences
and then discovered respiratory
therapy, a field where he realized
he could play a critical role in
saving lives and promoting
well-being. As a respiratory
therapist, he enjoys exercising
his problem-solving skills,
using leading-edge ventilation
equipment, having a high level
of professional independence,
and interacting with a wide range
of patients.



@ MICHENER

The foundation of a high-caliber Michener education starts with the admission process, which features the Multiple Mini Interview (MMI), a leading-edge assessment tool to evaluate applicants and identify top candidates. Like an objective structured clinical examination, this intensive series of scenario-based tests helps determine essential characteristics for providing effective health care, such as responsibility, teamwork, ethics, communication and self-reflection.

"The MMI provided a good opportunity to think on my feet, and it was beneficial to be judged not only on my academics but also on my interpersonal skills," Angela says. Once accepted, Michener students enjoy access to a comprehensive network of services and facilities to help them excel in their education, including the Learning Resource Centre, Financial Aid, Counselling, Student Success Network, Registrar's Office, and Student Rounds (instructional sessions in academic and career advancement skills).

Through the Counselling and Financial Aid departments, Angela gained critical advice on managing her tuition and living expenses, and learned about the school's many funding sources—she ultimately received four scholarships and two bursaries. She also took advantage of student employment opportunities at Michener and worked for a time in Laboratory Services, a role that helped prepare her for future coursework. Michener also helped Mauran access a part-time job working the front

desk of the Learning Resource Centre, which allowed him to not only earn extra needed income, but to navigate the library's electronic journals, access academic support services and help out his classmates. Angela participated in a Rounds course called Advanced Communication in Health Care that "did a great job of providing me with the skills and confidence to handle different communication situations that can come up in a clinical setting," she says.



The MMI provided a good opportunity to think on my feet, and it was beneficial to be judged not only on my academics but also on my interpersonal skills

"The Student Success Network here at Michener provides me with a menu of services that I can access almost immediately for students. They have been very proactive in keeping faculty up to date with support that they can provide. Often, a quick phone call is all that is required to get a student started and on their way at Michener."

*Paul Smith,
Faculty, Respiratory Therapy*

"The organizational culture of Best Experience, Best Education at Michener is what drives me to stay focused on helping students. The wonderful support networks here at Michener, specifically the professional development opportunities available to all staff enable us to further develop our knowledge and skills to provide guidance to the students. Due to the generous donations to Michener's Scholarship and Bursary funds, I am able to assist full-time students who demonstrate financial need."

*Nandita Arora,
Senior Student Enrolment Officer,
Financial Aid, Fees,
Registration & Records,
Office of the Registrar*



"When I was a student here I was amazed at the access that we had to professors on a daily basis compared to all my other previous educational experience. An "open door" policy is one that I was quite happy to continue when I returned as a faculty member. The Michener Institute has always encouraged this policy and they support faculty with a flexible working environment that allows for this practice to continue."



STUDENT LIFE

At Michener, students not only build a career, they build a life. From student council to sports to volunteer opportunities to associations such as The Michener Interprofessional Applied Health Students' Association (TMAHSA), there are endless ways for students to pursue passions, interact with peers, stay fit and feel part of the Michener community. Mauran made regular use of Michener's fitness facilities, which include spaces and equipment for cardio activities and weight training, and participated in volleyball, basketball and floor hockey tournaments. "It all helped me stay in shape and reduce stress, which helped me perform better academically," he says. Angela volunteered for Michener events such as Doors Open Toronto, Open House, Graduation and Orientation: "I got to share my passion for medical laboratory science, and hopefully inspire future MLTs," she says. As a peer tutor in his second year, Mauran helped a first-year RT student with his homework: "It was rewarding to give back and also helped reinforce what I had already learned."



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TMAHSA

The National Health Sciences Students' Association (NaHSSA) consists of a network of more than 20 Canadian university and college-based chapters that include more than 20 health care professions. Each of these chapters is run by students who promote interprofessional education and collaboration at their institution, with the common goal of improving health care in Canada. The Michener Institute is home to eleven full-time professional and advanced practice programs in the health care field ranging from Diagnostic Cytology to Ultrasound. The Michener Institute is at the forefront of interprofessional education, which is built on the principles of effective teamwork, conflict resolution, leadership and communication skills. In 2011, The Michener Interprofessional Applied Health Students' Association (TMAHSA) was formed, becoming the first applied health science national NaHSSA chapter in Canada. Michener is proud to have these future Health Care Heroes who can demonstrate what they can do for the future of health care in Canada.



SCHOLARSHIPS AND BURSARIES 2010/2011

Michener is grateful to the families, former and current faculty and staff, alumni, our Board of Governors, volunteers, our corporate friends and government partners for their financial commitment to the Scholarships and Bursaries Program. Michener's scholarships program ensures that we continue to fulfill our mandate to educate and nurture the careers of health care heroes in Ontario and help them focus on their learning. Donors are a part of Michener's future and the future of applied health professions we educate.

- 65 scholarships and bursaries totaling \$61,150 were awarded in 2010-11.
- 250 guests (students, faculty, donors, staff and guests) attended the 13th Annual Student Awards Ceremony on October 20, 2010

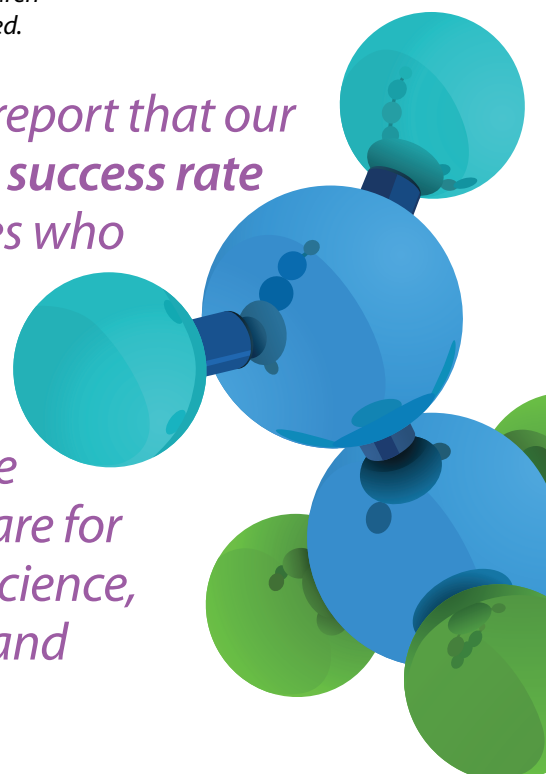
FOUR NEW SCHOLARSHIPS ESTABLISHED IN 2011:

- Alpha Charitable Foundation Award
- Elekta Radiation Therapy Scholarship
- Michener Student Council Scholarship
- International Student Award of Excellence



The Michener Institute continues to partner with the Toronto Firefighters' Toy Drive and its charity initiative, Operation Christmas Tree. In December 2010, Michener's community of staff and students made the holiday season a little brighter by donating almost 300 gifts to children and teens in need.

Michener is proud to report that our students had a 100% success rate in 2011 for candidates who wrote the Canadian Society for Medical Laboratory Science (CSMLS) exams for the first time. The results are for Medical Laboratory Science, Diagnostic Cytology and Clinical Genetics.



ACADEMIC

At the heart of a Michener education are knowledgeable, experienced and caring faculty who champion students to achieve their best. Drawing on their extensive expertise, understanding of current trends in the health professions, and their passion for what they do, Michener teachers coach, mentor and inspire students.

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"The professors are Michener's best asset, hands down. They're always available to help, and they genuinely want you to succeed," says Angela, recalling how instructors used creativity and humour to bring the curriculum to life.

"One teacher shared her own personal textbooks with students because she thought they would be useful; another videotaped us performing procedures on a mannequin, and then got us to watch the videos to observe our actions and learn from them," Mauran says. The comprehensive training at Michener is reflected in the in-depth and up-to-date curricula, ongoing hands-on learning opportunities, and access to leading-edge equipment used in health care today. "Classroom teaching was usually immediately followed by opportunities to practice newly learned techniques or to use the equipment being discussed," Mauran says. Meanwhile, an interprofessional collaboration course provided him with a big-picture understanding of how applied health professionals work together to provide holistic patient care.

With the support of a professor, Angela pursued her passion for histology by starting a research project on special stains troubleshooting. "I gained a lot of valuable skills from that project, including learning how to use a digital slide scanner, which was beneficial to put on my resumé," she says. "All of the equipment and technology was modern and up-to-date. There was a large variety of ventilators and life-support machines to use for learning," Mauran says.

Through an intensive Simulation Semester that directly precedes their Clinical Practice Placement, students gain critical real-world experience as they put all their skills to use in an environment that closely models an actual health care setting. "Everything that I now do therapeutically, I got to practice in the Simulation Semester. The experience allowed me to reflect on each situation and to have faculty guide me to improve my techniques," Mauran says.



"Michener has enabled me to be a supportive faculty to my students by creating opportunities for me to collaborate with faculty from other programs, who I have come to know by teaching in the interprofessional courses. This exposure to team teaching has improved my interpersonal skills, resulting in me being a more effective communicator with my students. I have also had the opportunity to teach internationally for Michener. By teaching outside of Canada, I have been exposed to a rich variety of experiences which I have been able to share with my students. By exposing them to alternative methods of accomplishing tasks, I feel it encourages them, as well as gives them the confidence to think "outside the box" when problem solving."

*Peggy Kiely,
Faculty, Medical Laboratory Science*

EXPERIENCE

"The class size of the MLS program and the involvement in every aspect of the students' education are very conducive to the development of the relationship between the teacher and the student at Michener. If a student wishes to be known on a personal level in addition to an academic level, several opportunities will present over the course of the program. Faculty has an open door policy where students may drop in to discuss their courses, their concerns and their accomplishments."

Michener has been very helpful in supporting my development as an educator. Training is offered to enhance the feedback strategies applied, particularly in simulation situations. Participation in the Teaching and Assessment Certificate through the Centre for Learning and Innovation has exposed me to new educational theories and curriculum designs in a supportive environment.

Being a part of the student's journey is the most rewarding aspect of my career. Cultivating a comfortable relationship with a student that is positive and encouraging will enhance their experience and will always be an important aspect of being an educator."

*Silvana Jacobs,
Faculty, Medical Laboratory Science.*



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CAPITAL INVESTMENT AND RENEWAL

Michener is committed to acquiring new technologies to enhance the teaching and learning environment. As well, a Building Operations Infrastructure Renewal Plan was developed over the past year to maximize the health and safety for the entire Michener community.

STRATEGIC ALLIANCES:

Ulco Technologies, Australia
Elekta, Sweden
Kyoto Kagaku Co. Ltd., Japan
Vertual Ltd., United Kingdom
GE Healthcare, Canada

ACCREDITED PROGRAMS 2011

Ultrasound
Cardiovascular Perfusion
Diagnostic Cytology

Accredited by the Canadian Medical Association (CMA)



Research and Scholarship Activity

During the past year, faculty, staff and students published nine journal articles on topics including education and curriculum design; interprofessional collaboration and education; and simulation in applied health sciences education. Michener was also represented at 25 local, national and international conferences at which 23 faculty and staff presented.

HIGHLIGHTS:

Represented:

Association for Medical Education in Europe Conference (AMEE), Vienna, Austria

The Association of University Programs in Health Administration (AUPHA) Leaders Conference, Chicago, IL

At the Heart of Diversity, Canadian Association for College and University Student Services Conference, Toronto, ON

Global Simulation Network Meeting, London, England

Canadian Association for Health Services and Policy Research (CAHSR), Halifax, NS

American Society for Radiation Oncology, San Diego, CA

Radiological Society of North America, Chicago, IL

Published:

DiProspero, L., & Bhimji-Hewitt, S. (2011). Teaching Collaboration: A retrospective look at incorporating teamwork into an interprofessional curriculum. *JOURNAL OF MEDICAL IMAGING AND RADIATION SCIENCES*, 42 (3).

Bandali, K., Niblett, B., Yeung, T.P., & Gamble, P. (2011). Beyond curriculum: embedding interprofessional collaboration into academic culture. *JOURNAL OF INTERPROFESSIONAL CARE*, 25(1), 75-76.

Rosewall, T., Bolderston, A., Butler, A., DiProspero, L., Higgins, J., Holden, L., Potvin, M., Sheikh, A., Slapnicar, E., & Wiljer, D. (2011). Proceedings from RTI3 2011: Inquire, inspire, innovate. *JOURNAL OF MEDICAL IMAGING AND RADIATION SCIENCES*, 42 (3), 148-165.

* Highlighted names are Michener faculty or students

Articles were also published in the following journals:

- Journal of Genetic Counseling
- American Journal of Medical Genetics
- Journal of Allied Health

Presented:

Royal College of Physicians and Surgeons of Canada's Simulation Summit, Toronto, ON

OHA HealthAchieve Meeting, Toronto, ON

Simulation in Healthcare, New Orleans, LA

Simulation Session Wizardry offered by SIM-one, Toronto, ON

Canadian Society for Respiratory Therapists, Quebec City, QC

Annual Conference of the Ontario Association of Medical Radiation Technologists, Huntsville, ON



CLINICAL

EXPERIENCE

Armed with extensive knowledge and a robust skill set relevant to their chosen health profession, Michener students confidently progress to the final step in their training—a clinical placement that allows them to put lessons learned in the classroom into practice in a hospital or clinic setting.

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Angela completed clinical placements at University Health Network (UHN)—Princess Margaret Hospital, Toronto General Hospital and Toronto Western Hospital—where she gained practice in the five disciplines of chemistry, transfusion, hematology, microbiology and histology. “The placements were a great way to take

all the skills I’d learned at Michener and improve on them while gaining confidence at the same time. Michener’s Simulation Semester made a big difference in preparing me for those environments.” My clinical coordinator inspired me to provide the best possible care for patients by showing me how to advocate for patients,

and by providing strong fundamentals in equipment, pathologies and therapeutic interventions,” says Mauran, who completed clinical placements at Brampton Civic Hospital, Mount Sinai, West Park Healthcare Centre and SickKids. “What I learned in my clinical experience is what I am doing in my career now.”



CENTRE FOR THE ADVANCEMENT OF SIMULATION AND EDUCATION

As of July 2011, Michener acquired full operational responsibility for the Centre for the Advancement of Simulation and Education (CASE). CASE continues to support and enable innovative teaching and learning opportunities for full-time programs, continuing education and in-house staff professional development. CASE has become a critical component of supporting our clinical simulation semester, as well as our MMI admissions process.

“Not too long ago, Michener became the first educational institute to have virtual/digital slide technology in Ontario, if not in the country. I am very grateful that Michener acquired this wonderful technology and for making me a part of its inception and implementation. It is such a great teaching tool. I have since received brilliant student projects based on this technology in the Microanatomy course that I teach. I’m hoping to garner more updates and improvements as this technology evolves in an exponential manner by attending future conferences.

Michener continues to support me in my professional development by providing opportunities over the course of the academic year to improve my teaching styles, which then translates into enhanced learning for our students.”

Elizabeth Officer,
Faculty, Medical Laboratory Science



“Never losing sight of our ultimate goal is key, and that is to put the students’ needs first. This philosophy is shared not only by me, as a faculty member, but by the Program Chair, and having this support and knowing that we all share the same vision is reassuring.”

Kathleen Olden-Powell,
Faculty, Respiratory Therapy



CLINICAL SITES

Michener’s clinical partners are integral to Michener’s educational model and contribute greatly to the clinical education of our students. Faculty and staff work with our clinical sites throughout the year to match 100 percent of our students to placements that give students the needed applied experience from working in the clinical environment alongside practising professionals.

Alberta Health Services
Alpha Laboratories
Axis Family Footcare
Capital Health (Halifax)
Chatham Kent Health Alliance
Children’s Hospital of Eastern Ontario
CML Healthcare
Credit Valley Hospital
Diagnostic Services of Manitoba
Eastern Health (St. John’s)
Erin Mills Podiatry
Flemingdon Health Centre
Foothills Medical Care
GAM X-RAY Limited
Gamma-Dynacare Medical Laboratories
Gentle Footcare
Glazier Medical
Grand River Hospital
Halton Healthcare Services
Hamilton Health Sciences Centre
Hamilton Urban Core Community Health Centre
Horizon Health Network (Saint John)
Hotel Dieu Grace Hospital, Windsor
Humber River Regional Hospital
Humber Valley X-Ray
Huron Perth Healthcare Alliance
IWK Health Centre (Halifax)
James Fitzpatrick, Chiropodist
Jeffrey Warner, Podiatrist

Kennedy-Eglinton Foot Clinic
Kingston General Hospital
KMH
Lakeridge Health Corporation
LAMP Community Health Centre
LifeLabs Medical Laboratory Services
Listowel Memorial Hospital
London Health Sciences Centre
London X-ray Associates
Markham Stouffville Hospital
Medvue Medical Imaging
Metro Central Ultrasound
Mount Sinai Hospital
Niagara Foot Care
Niagara Health System
North York Foot Clinic
North York General Hospital
Oak Ridges Medical Imaging
Peterborough Regional Health Centre
Port Perry Imaging
Positive Foot Care & Orthotics
Regional Diabetic Centre
Ross Memorial Hospital
Rouge Valley Health System
Royal University Hospital
Royal Victoria Hospital
Sherbourne Health Centre
Southlake Regional Health Centre
St. Boniface General Hospital
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
Stouffville Family Footcare
Sudbury Regional Hospital
Sunnybrook Health Sciences Centre
The Hospital for Sick Children
The Ottawa Hospital
The Scarborough Hospital
Thunder Bay Regional Hospital
Timmins and District Hospital
Toronto Centre for Medical Imaging
Toronto East General Hospital
Toronto Grace Hospital
Toronto Public Health Laboratory
Toronto Rehabilitation Centre
Trillium Health Centre
True North Imaging
University Health Network
University of Ottawa Heart Institute
Vancouver Coastal Health Authority
Wentworth X-Ray & Ultrasound
West Park Health Centre
West Toronto Foot & Ankle Clinic
William Osler Health System
Windsor Regional Hospital
Women’s College Hospital

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Michener’s Overall Impact

“My job can be pretty stressful, and I think Michener did a very good job in teaching me how to think and perform while under stress. It also provided me with all the skills and abilities to transition well from the classroom to clinical sites. The curriculum was very thorough and practical: every time we learned something in theory, we got to practice it and see how it actually helped patients.”

“My experience and education has been top notch. I feel I received the best education thanks to my teachers and the comprehensive curriculum, which prepared me very well to pass my certification exam and enter the workforce with the confidence I need to do tests appropriately and get the right results.”

“My experience and education has been top-notch.”



THANK YOU!

TO OUR GENEROUS DONORS

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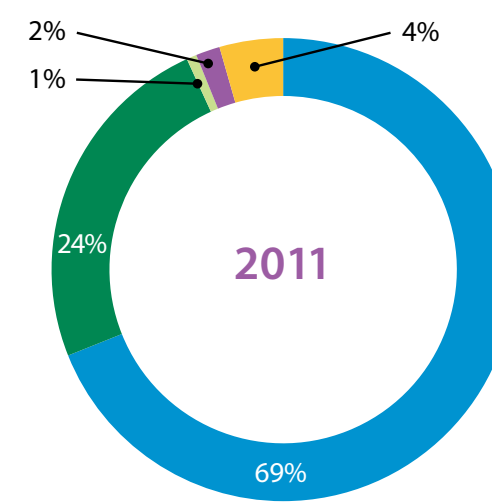
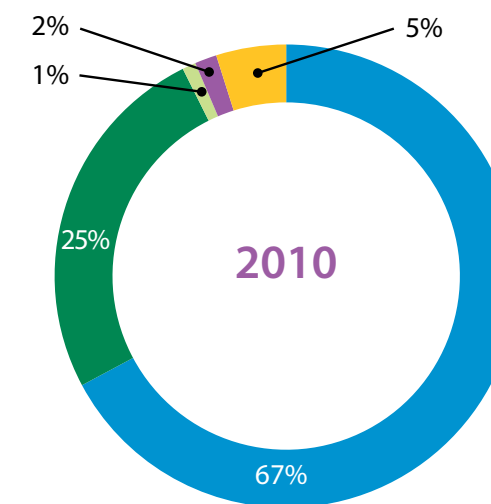
ORGANIZATIONS

Gamma-Dynacare Medical Laboratories
LifeLabs Inc.
GE Healthcare Canada Inc.
TD Insurance Meloche Monnex
Canada Life
Elekta Canada Inc
ProResp
Paris Orthotics Ltd
Ontario Home Respiratory Services Association
Cryos Technologies Inc.
Medical Mart Supplies Limited
The LeGresley Family Foundation
Pesce & Associates

2010-2011

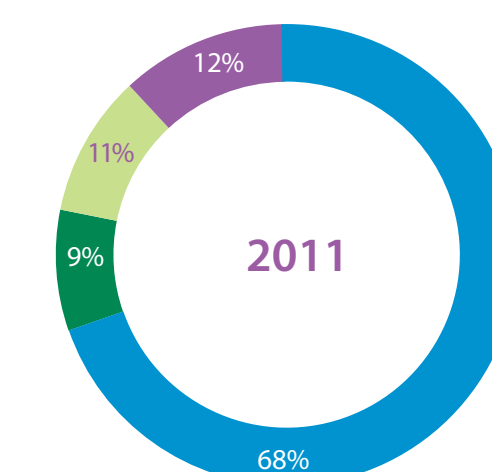
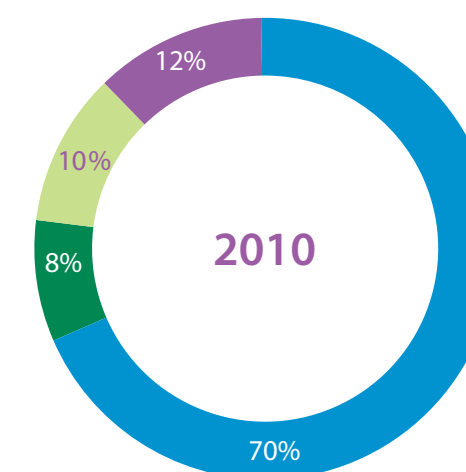
FINANCIAL HIGHLIGHTS

REVENUES



- Ministry of Health and Long-Term Care Operating Grant
- Fees Received
- Scholarship and Bursary Funds Income
- Rental Income
- Sundry Income

EXPENSES



- Salaries, Academic Contractors, and Benefits
- Education Programs and Support
- Building Occupancy Costs
- Other Operating Expenses

JOIN US IN OUR QUEST to educate and inspire future generations of health care heroes

"As scholarship recipients, we can truly appreciate the existence of a student scholarships program. These awards took some of the pressure off paying our tuition and helped us focus on what's important – our education."

Mauran Patkunashingam,
Respiratory Therapy, Class of 2011

Angela Anthony,
Medical Laboratory Science, Class of 2012

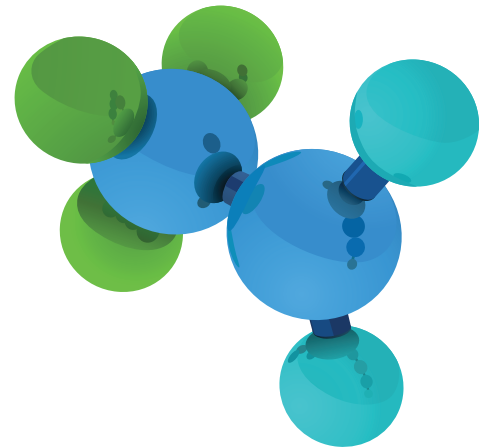
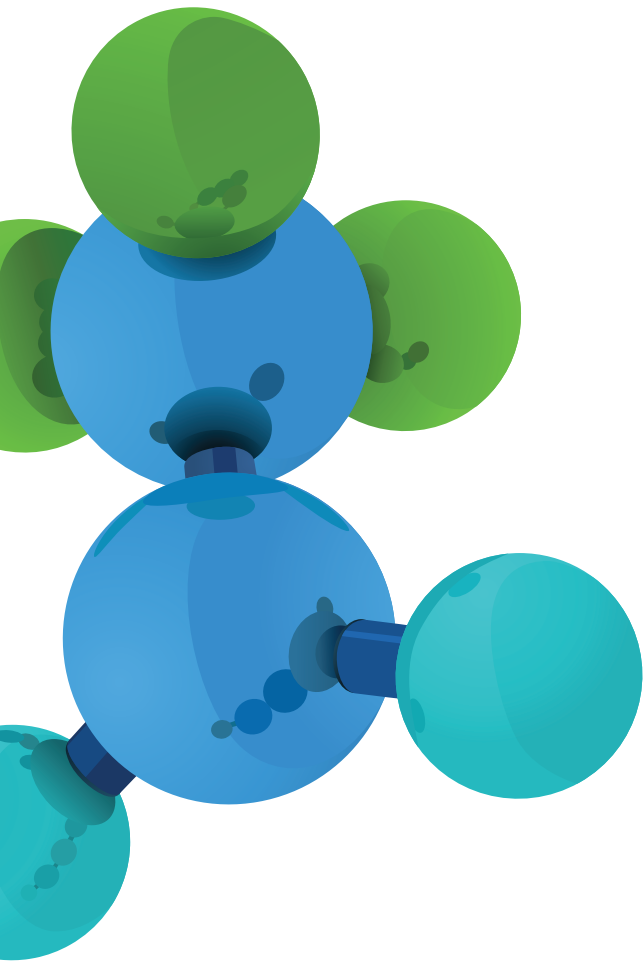
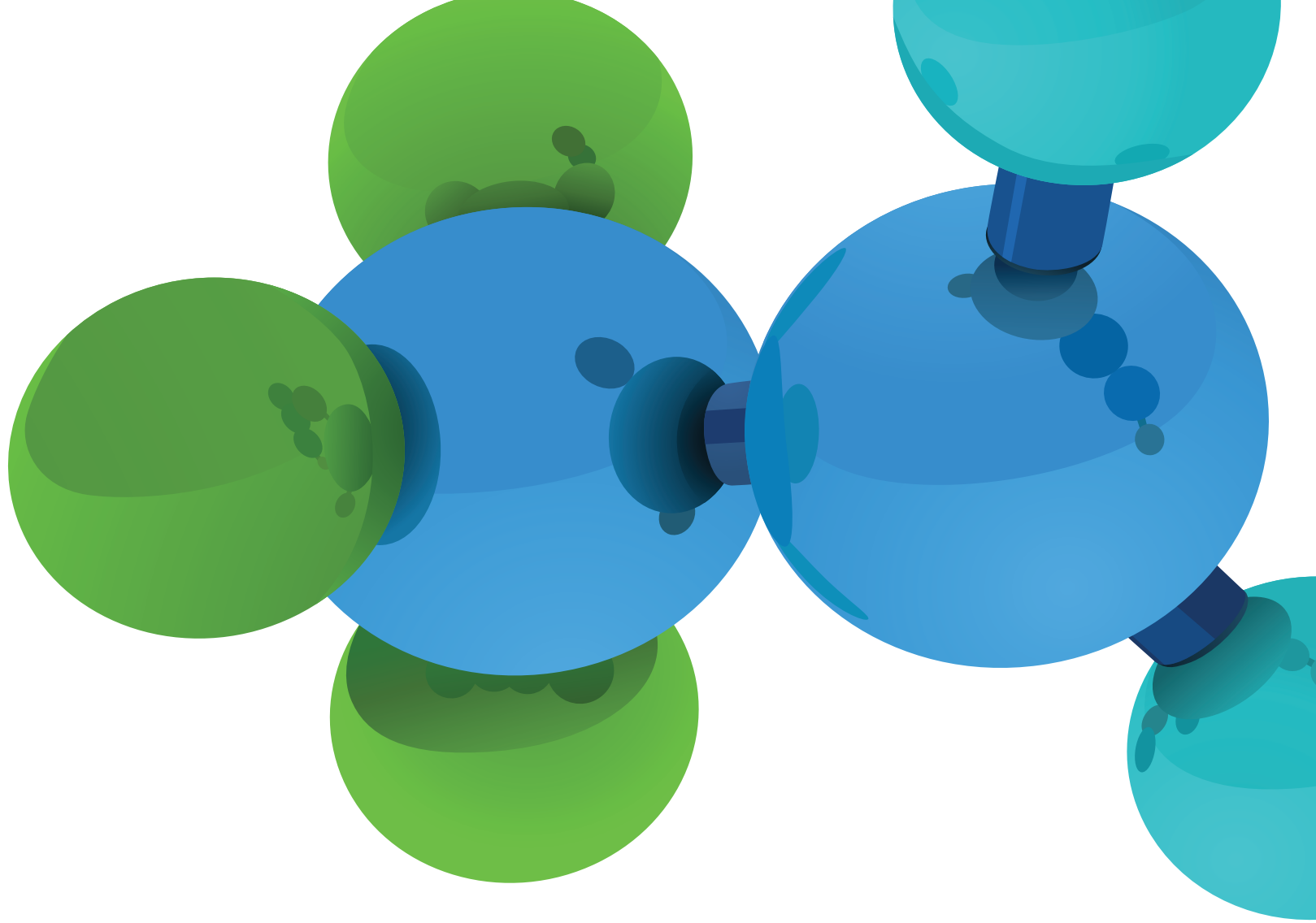
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HELP EDUCATE OUR FUTURE HEALTH CARE HEROES
THROUGH DONATIONS TO:

www.michener.ca/donate

IF YOU WOULD LIKE FURTHER INFORMATION ON THE FINANCIAL HIGHLIGHTS,
PLEASE CONTACT MICHENER'S OFFICE OF ADVANCEMENT.





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DESIGN G Strategic Branding & Communications www.gstrategic.ca
PROJECT MANAGEMENT Office of Advancement, The Michener Institute
PHOTOGRAPHY Alex DeOliveira (Michener) and Via Photography
JULY 2012