

INNOVATION
in allied health education -



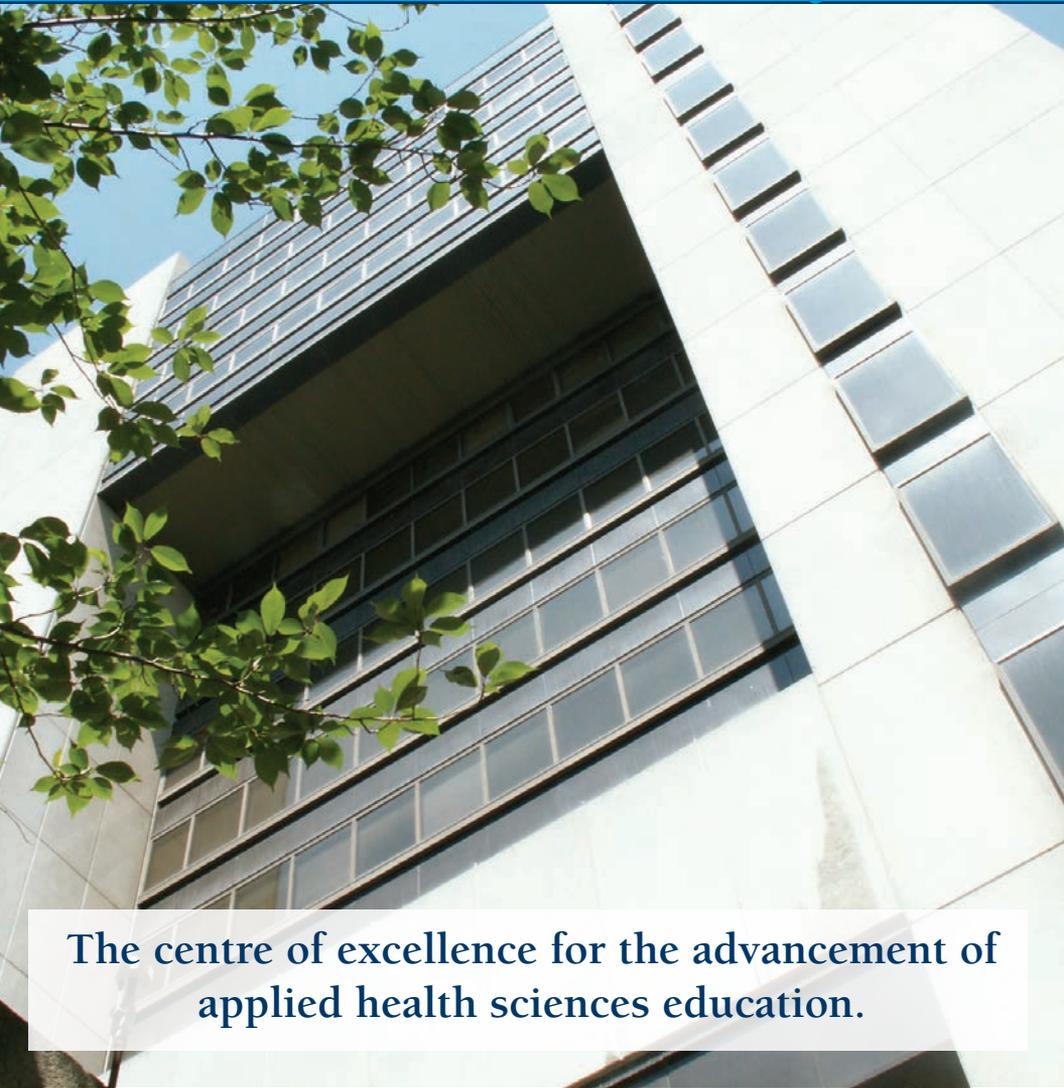
annual report

2005 / 2006



BEST EXPERIENCE • BEST EDUCATION -

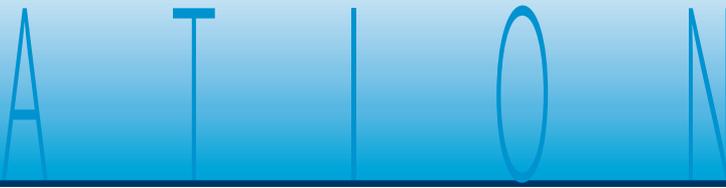
I N N O V



The centre of excellence for the advancement of applied health sciences education.

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Applied Health Sciences Education Inspired By Innovation and Interprofessionalism.

Mission

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

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

 <p>Values</p>	<p><i>We Embody Excellence</i></p> <ul style="list-style-type: none">• We commit to best practice• We learn from successes and failures• We give our best
 <p>Values</p>	<p><i>We Lead By Example</i></p> <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
 <p>Values</p>	<p><i>We Celebrate Relationships</i></p> <ul style="list-style-type: none">• Our people are our greatest asset• Our relationships make us strong• We are proud of each other
 <p>Values</p>	<p><i>We Create Opportunities</i></p> <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
 <p>Values</p>	<p><i>We Transform Lives</i></p> <ul style="list-style-type: none">• We commit to each other's success• We make a difference• When you grow, we grow

greetings from the chair

For any organization to be innovative it must continuously respond to the needs of those it serves while still challenging the status quo. The Michener Institute's Board of Governors have been inspired by our public constituents to remain innovative and for Michener to continue to meet the needs of patients and the healthcare community at large.

Relationship-building, community engagement and collaborative leadership significantly enable Michener's Board to be more forward-thinking and future-focused in our policy development and governance leadership. Greatly encouraged and informed through forging new linkages with our public constituents as well as revitalizing existing ones, the Board is fulfilling its social and community responsibilities, and achieving fresh outcomes for Michener.

In 2005/2006, these achievements include:

- A dynamic, constructive and innovative applied health sciences curriculum.
- Leadership in the development of interprofessional and simulation education.
- Competency assessments completed within the educational process.
- Building an innovative program for the recognition and qualification in Ontario of internationally trained professionals.
- 2006 Conference Board of Canada/Spencer Stuart National Awards in Governance – Top Contender – Public Sector
- Enhancements to policy governance structure and framework.
- Community outreach through the Board of Governor's Linkage Campaign.
- Refinement of the High Level Ends Policy (Mission Statement).
- Establishment of a Board Development Fund.

Michener's Board of Governors is committed to excellence in governance, and this is best exemplified and demonstrated in the achievements of the organization itself. The quality of collaboration between, and amongst Governors, Management and Employees has reached new heights, accelerating our collective ability to model interprofessionalism in a highly respectful, values-driven environment. The many successful innovations that are apparent throughout Michener over this last year stand as a testament to the power of interprofessionalism that is possible in healthcare education.

As today's learner becomes tomorrow's allied health professional, the patients will be the ultimate beneficiaries of these significant and impactful innovations. Michener's Board of Governors is immensely proud to have nurtured these possibilities into realities, and to have influenced their development. On behalf of my dedicated colleagues on Michener's Board of Governors, it is a distinct privilege for us to steward Michener's innovations and contributions to allied healthcare education.



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



Seated: Paul Gamble and Wendy Sutton
Standing: Members of the 2005-2006 Board of Governors

and the president

Healthcare innovation is frequently associated with advancements in medical technology. While the connection is perhaps obvious and appropriate, we believe that the technology is only as good as the healthcare professional who wields it.

At The Michener Institute, the already elevated academic bar for educating highly competent allied health professionals has been stepped up. Over the last year, we've developed a new educational model that is propelling our allied health professionals into the forefront of healthcare discussions, and increasing their profile as potential contributors to improvements in healthcare systems. While the technology will always remain critical for healthcare systems and for the practitioners alike, the difference will be in the professionals themselves, and the way in which they collaborate in the future.

The theme of this year's report therefore is innovation, capturing the spirit of creativity and collaboration in education and healthcare that so distinctly and indelibly marked the year at The Michener Institute. Collaborative opportunities abounded between Employees, Management and the Board of Governors resulting in an extraordinary amount of capacity-building that contributed to the innovative energy and spirit of Michener. Patient-centred care, treatment and safety were key drivers in our development of educational solutions that will impact performance and capacity prior to the learner's entry into clinical practice.

Of critical importance this last year was the development of Michener's new academic curriculum for allied health professionals featuring three principles: interprofessional education, simulation-enhanced education, and readiness assessment for clinical practice. These complement two corollary components: theoretical education and clinical education. Lauded by the healthcare community, government partners, faculty and academic partners, allied health professionals and other medical leaders, Michener continues to pioneer innovations in the applied health sciences.

For our learners, the aspiration to succeed and make a difference in the lives of patients is fostered throughout their educational experience – from full-time studies and continuing professional education through to life-long learning. At The Michener Institute, the innovations that have already inspired us to contribute to the betterment of the healthcare system will continue to motivate us collectively and collaboratively toward future innovations that enhance patient-centred care.



Paul A.W. Gamble, DrPH
President and CEO

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Monique Wernham, BA, MA, PhD (Non-voting/advisory)
Carin Wittnich, MSc, DVM, OOnt

key facts: best experience,

The Michener Institute is one of the most unique learning environments available for the study and practice of applied health sciences. Technology and expertise combine to provide learners with relevant learning experiences as well as the skills, attitudes and behaviours to be successful health professionals.

Michener's differentiating features

Innovative curriculum

- The most ground-breaking curriculum for allied health professions, and for the healthcare system.
- Full-time programs consist of interprofessional education; simulation-enhanced education; readiness assessment; theoretical education and clinical education.

Small class sizes

- The focus on hands-on learning requires smaller class sizes, providing learners with opportunities to interact with faculty on a one-to-one basis.

Dedicated faculty

- Michener Faculty are members of their respective professional healthcare communities with experience in the subjects they teach.
- Faculty bring a passion for their professions into their teaching, with an emphasis on student success.

Practical experience

- Simulated environments, scenarios and laboratories enable learners to practice and hone their skills in safe, controlled environments.
- Clinical education is a core offering at Michener, providing opportunities for learners to gain real-life experience at some of Canada's pre-eminent hospitals and healthcare organizations.

Innovative academic programs in healthcare

Chiropody; Diagnostic Cytology; Genetics Technology; Medical Laboratory Science*; Nuclear Medicine; Radiation Therapy; Radiological Technology (X-Ray)*; Respiratory Therapy*; Ultrasound

Graduate Programs:

Anesthesia Assistant; Anesthesia Technology; Asthma Educator; Cardiovascular Perfusion Technology; Chronic Obstructive Pulmonary Disease (COPD) Educator; Clinical Laboratory Quality Manager; Clinical Research Associate; Diabetes Educator; Diagnostic Cytology*; Genetics Technology; Lamaze Certified Childbirth Educator; Magnetic Resonance Imaging (MRI)*; Picture Archiving Communication Systems (PACS) Administrator; Respiratory Patient Educator (Asthma and COPD); Sleep Medicine Technology; Ultrasound

*Available as Access and Options programs for internationally-trained health professionals

best education brought to life

Enrollment

Full-time Learners	1,257
Continuing Education Learners	3,101

Employment Statistics: 95.8% Graduate Employment Rate*

**Ontario's Ministry of Training, Colleges and Universities 2004/2005 key performance indicators*

Total Programs: 24

Diplomas:

Advanced Diploma of Health Science
Graduate Diploma in Health Science
Graduate Advanced Diploma in Health Science

Certificates: Graduate Certificate in Health Science

Faculty: 65

Academic Affiliations:

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

Professional Affiliations:

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

innovative people

“Michener helped make me who I am and gave me the skill set to move forward. I wanted to give something back and honour Michener for what it did for me.”

Rossana Magnotta (1973 Medical Laboratory Science)
President and CEO, Magnotta Winery
2004 Michener Alumnus of Distinction
1999 Canadian Woman Entrepreneur of the Year for Innovation
Benefactor of the Rossana Magnotta Scholarship to assist an exceptional female student in Michener’s Medical Laboratory Science Program

As an engaged community of teachers, learners, coaches, mentors – Michener faculty, staff, alumni, students, volunteers and clinical educators embrace ongoing learning and innovation. Together, they are establishing Michener as the learning organization of choice.

Working, learning, innovating...together

A collaborative work and learning environment at Michener enables faculty and staff to excel in their respective fields of expertise while contributing to a stronger culture of trust and innovation. Interprofessionalism extends beyond the labs and classrooms, into the meeting rooms and offices to imbue the very manner in which corporate and academic business is conducted both within and outside the organization. The caliber of individual and team support for new and innovative ways of working, communicating, interacting, and problem-solving set a new standard for inter-dependent relations among faculty, management and staff.

Michener faculty is closely linked to professional communities within the healthcare sector, maintaining their professional designations at all times. They bring relevant expertise and knowledge to their health science and enhance the student experience as facilitators and teachers in their respective programs at Michener. While maintaining important ties to industry, the faculty enhances organizational life at Michener through continuous engagement with colleagues and students on current issues, contributing actively to academic and healthcare related communities.

Professional development opportunities for all employees accelerate and enhance organizational knowledge, capabilities,

A T T I O N



An environment where personal and professional growth and life-long learning, are supported and encouraged.

INNOVATIVE people

skills and leadership abilities. Key programs to build leadership at all levels and improve communication and collaborative skills such as Service Excellence; Conflict Resolution; and Transformational Leadership are well-attended, with the principles becoming well-entrenched, thereby quickening the pace with which Michener speaks and acts as one.

The collegial environment is enhanced with staff club events, organizational celebrations for major and minor initiatives, recognition opportunities, a robust intranet, awards ceremonies to acknowledge staff and faculty contributions and an annual appreciation luncheon in honour of all employees.

Engagement from within

Employees from every area contribute positively and energetically to Michener's dynamic environment, furthering the **Best Experience, Best Education** strategic intent, and managing change more nimbly and with greater efficiency at every turn. The developing culture of trust is rooted in fundamentals - policies, procedures, processes and systems that are: consistent, fair, equitable and transparent for all. Since the implementation of a biennial Employment Engagement Survey to evaluate engagement, commitment and satisfaction around Michener's strategic intent in Spring 2005, action plans have been implemented inclusive of all areas of the organization. To measure progress and achievements, quarterly reports are issued keeping employees appraised throughout each new stage of accomplishment.



The inspiration for increased engagement comes from Michener's full-time and continuing education learners. In Winter 2006, on-site visits with over 600 students representing every academic program were conducted by the President and CEO together and the VP of Academic Affairs in person. Michener learners actively maximize face-time with executive management, providing constructive suggestions and ideas for betterment. Fostering opportunities for greater student participation and input is the environment that Michener is establishing to attract the most talented learners best-suited for careers in healthcare. -

Success for all

Talent, motivation, commitment to students, professionalism and the spirit of collaboration drive Michener people to be innovative people. Working in tandem, faculty, staff, students, clinical educators, alumni and volunteers are challenged to bring their best thinking, knowledge and analytical skills to every class, meeting, presentation, discussion, project or initiative. Success at Michener is inspired through exemplary and shared values; open and honest communication; integrity in academia; and a collective desire to ensure successes at every level and for everyone. -

Community leadership

- 2006 Meritorious Service Award from the Ontario Lung Association awarded to Andrea White Markham for exemplary volunteer service.
- 2006 City of Toronto Excellence in Volunteering Award – Dr. Paul Gamble, who volunteers as the Chair of the Advisory Committee on Homes for the Aged, was one of eleven recipients honoured for his volunteer contributions to Homes for the Aged.

Talented innovators

- 2006 International Exemplary Leaders Award from the Chair Academy awarded to Michener's Academic Chairs Suzanne Allaire, Lori Boyd, Paula Burns, Lorraine Ramsay, and Anne Rumbolt
- Alumnae of Distinction:
 - Lynn Yawney (Medical Laboratory Technology '75; Genetics Technology '89)
 - Stephanie Holowka (Radiography '87)
- Excellence in Clinical Education Award: Jane Riffel (MRI Clinical Coordinator, London Health Sciences Centre - Victoria Campus)
- Michener Masters – Cathy Babiak, Kathleen Olden-Powell, James Robertson, Anne Topple all earned Masters Degrees in 2005-2006
- New Doctors in the House – in 2005-2006 Paula Burns and Kathryn Parker earned Doctorate degrees
- 2006 OVATION Award of Merit from the International Association of Business Communicators for the "Explore Michener-Interactive Viewbook." Michener recipients representing four departments were Tim Chipman, Alex de Oliveira, Michael Grant, Rebecca Lee, Rochelle Straker and Jason Verbovszky
- Transformational Leadership Journey – over 45 Michener employees consisting of faculty, staff and management participated in comprehensive leadership development

innovative



Our objective for our learners is simple. We want our graduates to be the leaders of tomorrow in their chosen allied healthcare profession.

A | T | O | N

curriculum

“Michener made a huge impact on my life. It was a wonderful learning environment and the teachers made you want to learn. They were passionate and supportive and, while the work was hard, I really enjoyed it.”

Corinne Rixon (2004 Diagnostic Cytology)
Cyto-technologist, Henry Ford Hospital

Designing and delivering a state-of-the-art healthcare education for technologists and therapists necessitates curriculum innovation and integrity. Of paramount importance in fostering a culture of academic excellence is a comprehensive understanding of professional standards, sustaining personal and professional growth, and recognizing outstanding performance.

Curriculum excellence

Though known for a strong foundation in didactic and theoretical education, as well as an ample clinical education component, Michener is also leading the development of new and needed curriculum for allied health sciences. The principles of interprofessionalism, enhanced simulation education and readiness assessment are being incorporated into new curriculum and complementing those traditional teaching and learning methods that have proven effective.

In each of the allied health disciplines that we educate for, curriculum integrity is at the core - aligned with professional requirements established through national and provincial regulatory standards. Michener pushes the envelope in state-of-the-art curriculum design and delivery to reflect current research and literature and to anticipate future healthcare needs.

The current and impending crises in healthcare necessitate the education of a distinct healthcare professional. The discipline-specific and interprofessional skills, attitudes and expected behaviors critical to safe patient care are optimized and cultivated throughout an academic learning experience where interprofessionalism, simulation and assessment harmonize with theoretical and clinical education. Consequently, curricular rigour is fundamental to our applied health sciences programming and to the internationalization of our academic curriculum to ensure relevant content, immediate application and global appeal.

Curriculum innovations

- integration of interprofessional education into all full-time academic programs
- increase in simulation-enhanced educational opportunities and access to simulation labs throughout full-time and continuing education programs
- introduction of healthcare competency assessment project to ensure student readiness for clinical practice
- commence discussions with clinical partners through the Investing in Relationships Initiative
- launch of the Anesthesia Assistant program to address specific health human resource shortages and to positively impact the provincial Wait Time Strategy
- re-design of the Chiropractic program based on provincial re-affirmation of the profession
- integration of Access & Options (for internationally-trained healthcare professionals) into regular academic programming
- initiate alignment of all academic policies

Inquiry, research and discovery

As Canada's primary researcher in the applied health sciences fields, The Michener Institute is helping to advance the allied health professions and enhance the professional standards of practice.

The applied health sciences have a proud tradition in our healthcare system, and Michener is at the forefront of building a body of academic knowledge serving the medical community. We undertake institutional research rooted in evidence-based practice; research in educational/academic practices and methodologies, as well as discipline-specific applied research.

Committed to the scholarship of teaching and learning

Michener faculty and educators are committed to the practical application of learning in our applied programs. Small class sizes, access to faculty and learning resources as well as opportunities for hands-on simulation experiences build on and round out the learner's knowledge.

Our instructors/facilitators are experts and practicing professionals in their allied health field, maintaining their professional credentials at all times. They bring discipline experience and knowledge to the classroom through actual case studies, real-life examples, situations and scenarios enhancing the learner experience.

We're also intent on providing a wide array of learning opportunities for learners, graduates and practising professionals to meet domestic and international healthcare needs. A variety of delivery models (i.e., full-time, part-time, distance, clinical laboratory, virtual laboratory), means that our domestic and international learners will be able to access the learning they need, and remain proactive in their own career progression and ongoing professional development.

A T T I O N

curriculum



“I believe that The Michener is showing extraordinary leadership and foresight in taking this proactive approach to reaching out to your clinical partners and soliciting feedback. It signals to us at St. Michael’s Hospital that we are a valued partner, and it creates further opportunity to dialogue about how we can better mutually support the preparation of students in the health disciplines.”

J. Schleifer Taylor, MSc.
 Director, Health Disciplines Practice & Education
 St. Michael’s Hospital, Toronto

Academic partnerships

As a professional institute of higher education, Michener grants Advanced and Graduate Diplomas and Certificates. Our expertise lies in the practical education of allied health professionals, buttressed through program affiliations with some of the finest universities across Canada. Learners in the Respiratory Therapy and Medical Radiation Sciences programs have the option to supplement their Graduate Diploma or Certificate from The Michener Institute with a Bachelor’s degree in Health Sciences from a university.

The healthcare system is well-served through this arrangement as it enables Michener to educate allied health professionals in regional and rural centers, supporting the health human resource requirements of those areas.

The Respiratory Therapy Integrated Diploma Program with Dalhousie University combines practical, hands-on experience at The Michener Institute with both on-site and flexible, on-line learning through Dalhousie University. Once a learner has earned their Diploma in Health Science (Respiratory Therapy) they have the option of working in the field immediately or completing a Bachelor of Health Science in Respiratory Therapy from Dalhousie University in just one additional year. The first intake of students will begin in September 2006.

The four-year Bachelor of Science in Radiation Therapy is a collaborative program between The Michener Institute and Laurentian University. The curriculum combines courses offered on the Laurentian campus and discipline-specific courses that are offered by distance education format from Michener.

A T T O N

partnerships



Building lasting and
trusting partnerships
through collaboration.

The Medical Radiation Sciences Program with the University of Toronto started in 1998. The three-year joint Advanced Graduate Diploma and Degree applies to the following disciplines: Nuclear Medicine Technology, Radiation Therapy and Radiological Technology.

Government partnerships

Educating the medical technologists who perform critical roles in our hospitals and clinics is Michener's primary concern. Our strong links within the healthcare system extend to like-minded government partners who are equally concerned with the state of healthcare today, and who work closely with Michener to identify health human resource solutions. The introduction of the first Anesthesia Assistant program at Michener is just one such partnership with the Ministry of Health and Long-Term Care that will result in over 50 Anesthesia Assistants working in the system by December 2006, improving Ontario's wait-times for certain surgical procedures.

Michener also works with the Ministry of Citizenship and Immigration to establish appropriate bridging programs for internationally-trained healthcare professionals. Through Michener's Access and Options programming, over 63 landed immigrants with global experience transitioned into roles in our healthcare system in 2005/2006 alone.

Clinical education: Investing in relationships

Collaboration is an essential element to building lasting and trusting partnerships. Given our new academic model, The Michener Institute recognized and acted on the need to initiate greater collaboration, robust discussion and informed decision-making of clinical education with our external communities. We engaged in a six-month consultative initiative with active clinical education partners to identify our interests in strengthening the clinical experience for learners in the allied health professions. Collectively we have a unique opportunity to shape the structure of a potentially new clinical education model.

Launched in February 2006, the initiative will result in a joint recommendation in the fall of 2006 for a new Relationship Model for Clinical Education that best supports the principles and goals of the partners and ensures the **Best Experience, Best Education** for our learners and clinical educators.

Michener is proud to be affiliated with the following clinical sites in which our students have gained clinical experience during the 2005/2006 year:

Advanced Foot Care and Orthotics
 Ajax Foot Clinic and Orthotic Centre
 Alberta Children's Hospital
 Arsenault Foot Services
 Atlantic Health Sciences Corporation
 Baycrest Centre for Geriatric Care
 Bloorview MacMillan Centre
 Brampton Sleep Clinic
 Cambridge Foot Clinic
 Canadian Reproductive Imaging
 Caroline Medical Group

Central Toronto Diagnostic Imaging
 Centre Hospitalier de L'Université de Montréal
 Chatham-Kent Health Alliance
 Children's Hospital of Eastern Ontario
 Clearview Diagnostic Imaging Corporation
 CML Healthcare Imaging Inc.
 Collingwood General and Marine Hospital
 Complete Foot Care
 Credit Valley Diagnostics Centre
 Bill Dedes, Chiroprapist
 Diagnostic Radiology Services
 James Fitzpatrick, Chiroprapist

A T O N partnerships -

Flemingdon Health Centre
Foothills Medical Centre
Gam X-Ray Ltd.
Gamma-Dynacare Medical Laboratories
Glazier Medical Centre
Grand River Hospital
Grey Bruce Health Services
Halton Healthcare Services Corporation
Hamilton Health Sciences
Hamilton Urban Core Community Health Centre
Headwaters Health Care Centre
Health Care Corporation of St. John's
Health Sciences Centre, Winnipeg
Elisabeth Hibbert, Chiropodist
Hotel Dieu-Grace Hospital, Windsor
Humber River Regional Hospital
Humber Valley X-Ray and Ultrasound
Insight Diagnostics Imaging Corporation
J.B.V. Management Services Ltd.
Kingston General Hospital
Lada's Foot Clinic
Lakeridge Health Corporation
Lakeshore Area Multiservice Project
Lawrence Heights Community Health Centre
London Health Sciences Centre
Malvern Sleep Clinic
Markham Stouffville Hospital
Kelly Martin, Chiropodist
McGill University Health Centre
MDS Inc
Med-Health Laboratories Ltd.
Medigas Inc.
Metro Central Ultrasound
Randy Moore, Chiropodist
Mount Sinai Hospital
Newfoundland Cancer Treatment and Research Foundation
Niagara Health System
North Hamilton Community Health Centre
North York Foot Clinic
North York General Hospital
Orillia Soldiers' Memorial Hospital
Oshawa Clinic for Sleep Medicine
P.A.C.E. Foot Clinic
Peterborough Regional Health Centre
Proactive
Professional Respiratory Home Care Service
Providence Centre
Quality Medical Imaging
Queen Elizabeth II Health Sciences Centre,
Halifax

Regent Park Community Health Centre
Rexdale Community Health
Rouge Valley Cardiology
Rouge Valley Health System
Royal Victoria Hospital
Sandwich Community Centre Inc.
Saskatoon Health Region
Simcoe Foot Clinic
South Riverdale Community 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
St. Peter's Hospital
Stollery Children's Healthcare
Stratford General Hospital
Sudbury Regional Hospital
Sunnybrook Health Sciences Centre
The Anne Johnston Health Station
The Credit Valley Hospital
The Hospital for Sick Children
The Ottawa Hospital, Civic & General Divisions
The Rehabilitation Centre, Ottawa
The Scarborough Hospital
The Thunder Bay Regional Health Sciences Centre
Timmins and District Regional Hospital
Toronto East General Hospital
Toronto General Hospital Molecular Lab Diagnostics
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
University of Ottawa Heart Institute
VitalAire
West Nipissing General Hospital
West Park Healthcare Centre
West Parry Sound Health Centre
William Osler Health Centre
Windsor Regional Hospital
Women's College Hospital
Women's Health in Women's Hands Community Health Centre
Woodstock General Hospital
Woolwich Community Health Centre
York Community Services Centre

INNOVATIVE CONTRIBUTIONS



Bringing the organization into local, national and international prominence.

“The Michener Institute is a key post-secondary institution and plays an important role in meeting the provincial priorities and the health system needs for an appropriate supply of qualified health professionals.”

Diane McArthur, Executive Coordinator Health and Social Policy Cabinet Office, Government of Ontario.

Michener's role as the principal Canadian educator of allied health professionals brings the organization into local, national and international prominence throughout the year. Contributions to the healthcare and education sectors are captured through the development of educational programs to meet provincial wait time strategies, scholarly presentations, position papers, research and the media.

Anesthesia Assistants enhance patient safety, improve access to surgery in Ontario

In November 2005, The Michener Institute introduced Ontario's first Anesthesia Assistant Program. The program was developed to directly support Premier Dalton McGuinty's plan to build a healthcare system that delivers on three priorities – keeping Ontarians healthy, reducing wait times and improving access to healthcare professionals.

The new cohort of Anesthesia Assistants are fulfilling a vital role in the healthcare system by safely and efficiently helping anesthesiologists increase their coverage and effectiveness in the operating room, leading to more patients being treated and shorter wait times. The program also offered a new career track that helps Ontario hospitals retain very skilled healthcare workers where they are greatly needed.

Michener Presents at the Celebrating Innovations in HealthCare Expo

The Local Health Integrated Networks and The Ministry of Health and Long-Term Care hosted an expo to showcase innovations in Healthcare in Ontario on April 18-20, 2006. Four abstracts from The Michener Institute were selected from an impressive field of more than 600 applicants. The Celebrating Innovations in Healthcare Expo, is the first-ever showcase event designed to profile the diversity of innovation that is improving healthcare in Ontario.

innovative contributions

The following abstracts were presented:

Raising the Standards of Education in Applied Health: Infusing the Principles of Simulation and Inter-professional Education Into Curriculum Design

Reduce Wait Lists by Efficient Management of CT/MR data Using Picture Archiving and Communication Systems (PACS)

Advancing MR Knowledge and Skills for New and Experienced MRI Technologists and Radiologists through MRI Simulation Software

Flexible Sigmoidoscopy - An Expanded Nursing Role Which Can Increase Capacity for Colorectal Cancer Screening in Ontario

Michener Participates on National Interprofessional Education Panel

The Canadian Association of Applied Health Professions and the Association of Canadian Community Colleges hosted a discussion on “Interprofessional Education – Real Life Experiences” at its Annual General Meeting on May 31st and June 1st at SAIT Polytechnic in Calgary. Dr. Mary Preece, VP Academic Affairs represented The Michener Institute as one of 3 panel experts alongside other luminaries including Dr. Ivy Oandason, a world-renown Interprofessional Education expert. Some of the discussions included the implications of implementing interprofessional education as it relates to establishing partnerships and clinical education/labs.

Michener Profiled for Experience in Organizational Development and Diversity

Two proposals led by Michener staff were accepted for presentation at the 15th Annual International Conference for Post-Secondary Leaders, hosted by the Chair Academy. Both presentations served to profile Michener and share our experience in the areas of organizational development and leadership in developing our international bridging program, Access & Options.

The following proposals were presented:

Developing Organizational Values Using Appreciative Inquiry

Leading Towards Diversity - Designing a Program for International Health Professionals

Michener contributions to health care and education recognized at:

- Canadian Diabetes Association Annual Conference - Toronto, Oct 2005
- League for Innovations Conference - Oct 2005
- National Dialogue on Higher Education – Ottawa, Oct 2005
- Pathobean Visions Conference - San Diego, Oct 2005
- Canadian Bureau for International Education – Annual Conference – Victoria, BC, Nov 2005
- CEC Network – Annual International Education Conference – Vancouver BC, Nov 2005
- Radiological Society of North America Scientific Meeting - Chicago, Nov 2005
- Academy for Leadership and Development - Montreal, Nov 2005
- National Council for Staff, Professional and Organizational Development - Montreal, Nov 2005
- Facilitation of the Development of a Curriculum Model for Medical Laboratory Technology programs across the Caribbean - Port of Spain, Trinidad, Nov 2005
- Caribbean Area Network for Quality Assurance in Tertiary Education – Port of Spain, Trinidad, Nov 2005
- Saving Medicare Strategies and Solutions Conference - Vancouver, BC, Nov 2005
- Canadian Bureau for International Education Conference - Victoria BC, Nov 2005
- Challenges in Interprofessional Education and Practice. All Together Better Health III Conference. Imperial College, London, April 2006.

Michener in the Local, National and International Media Spotlight

- Get foreign degrees while studying here, The Hindu, June 11 2006
- Internationally Educated Health Care Professionals Offered Access to Practise Respiratory Therapy in Ontario. The Exchange, Winter Edition 05/06, February 2006
- CIIS, Michener join hands - Hindustan Times, March 11, 2006
- CIIS, Canada health school joins hands - The Indian Express, March 11, 2006
- CIIS-Toronto Institute pact on lab technicians' degree - The Tribune, March 11, 2006
- New P.D. Opportunity for RRTS and RN's as Anesthesia Assistants - Hospital News, January 2006
- For hot job prospects, health care ranks No. 1 - Globe and Mail, ROB Special Report on Continuing Education, October 24, 2005
- Regional Cancer Centre hosts career night - Northern Life, October 18, 2005
- Humber River Regional Hospital & The Michener Institute present Symposium on latest sports medicine - Canadian Health Reference Guide, October 14, 2005
- Not Just another U of T Freshman; President heads to work in Jeans, T-shirt - The Toronto Star, October 2, 2005
- Radiation Therapy Program Improved - Northern Life, September 15, 2005
- Michener Institute and Laurentian University bring Radiation Therapy Program to the North - Hospital News, September 2005
- Medical Radiation Technologists - The Toronto Sun Career Connection, August 2005

222 St. Patrick Street is a hub of activity – located just off of University Avenue and only steps away from Toronto's most pre-eminent hospitals – energized by both full-time students in the applied health sciences and practicing allied health professionals.

Since 1972, The Michener Institute has stood proudly at St. Patrick and Elm Street, a landmark for and beacon to Toronto's healthcare community.

Facilities renewal

In January 2006, Michener initiated a strategic facilities renewal project to re-vamp the infrastructure of the almost 35 year-old building. Conceptual space plans were drawn to transform Michener's facility into a teaching and learning environment that contributes to **Best Experience, Best Education** by allowing for optimal, diverse and efficient utilization of all classroom, laboratory, office and common space for all students, faculty and staff.

Working with world-class architects Diamond + Schmitt, the space planning concepts express Michener's strategic intent and exemplify how our space can be transformed to facilitate interprofessional, simulation-enhanced and assessment-centric activities - a place where we can proudly demonstrate that The Michener Institute is the centre of excellence in for the advancement of applied health sciences education.

Conceptual Space plans are available for viewing in Room 101, located in Michener's Lobby. With the support of the Ministry of Health and Long-term Care, alumni, individual donors and corporate partners, Michener anticipates breaking ground in 2007/2008.

A T T E N T I O N

space



LEGEND

Yellow	Reception Lobby
Light Green	Reception Lounge
Orange	Learning Resource Centre
Light Yellow	Collaboration Services
Yellow	Classrooms
Light Green	Food Courts
Light Blue	Individual Lab
Light Blue	Playing
Light Green	Office - Faculty & Staff
Light Green	Meeting Rooms
Light Green	Service Areas
Orange	Stratification Centre

NOTES:

- The yellow area of Individual Lab system, playing area, 20 and group workstations, involved areas.
- The orange area is a common space area.
- The orange area is a common space area.
- The orange area is a common space area.

Diamond and Schmidt Architects Incorporated
 200 Adelaide Street West, Suite 202
 Toronto, Ontario, M5H 1W7
 Tel: (416) 593-3322
 Fax: (416) 593-3323

11th Floor Plan
 Option 2

The Michener Institute
 September 1, 2008

North ⊕

New MRI/CT Suite

Magnetic Resonance Imaging (MRI) and Computed Tomography (CT) Scanning are imaging disciplines critical to patient assessment and diagnosis. On the educational front, Michener has enhanced its simulation capability with the installation of a modernized MRI demo machine, courtesy of SIEMENS. We will also receive a CT Scanner, thanks to GE Healthcare. This state-of-the-art equipment will be housed in a new MRI/CT Imaging Suite on the 11th floor of the Michener Institute starting in the late fall of 2006.

The space design for the new MRI/CT Suite will exemplify Michener's curricular principles of interprofessionalism, simulation-enhancement and readiness assessment, supporting an accelerated learner experience in diagnostic imaging.

Environmentally conscious

As an urban institute, Michener is part of a vibrant downtown community that fosters conservation efforts. We therefore participate proactively in a number of environmental and energy-efficient initiatives, and wherever possible, adopt an environmentally friendly purchasing policy. Michener learners support the Institute's paper/plastic recycling and waste management programs, as well as our electricity-reduced program.

Under the leadership of our Health and Wellness Committee, Michener has gone totally green in our landscaping efforts, and we're using organic fertilizers. We partner with suppliers who are committed to environmental stewardship through recycling and conservation and who support our efforts to adopt eco-friendly alternatives such as ensuring our paper products are 97%-100% recycled, chlorine-free, and produced with reduced water consumption; and using vegetable-based inks. Future initiatives will include transitioning to cleaning products that are environmentally friendly and scent-free.

A T T I O N

space



innovative future

Innovation plays a critical role in shaping, developing and determining future advances in education and healthcare. As Michener strives toward new innovations in curriculum, learning and health sciences both today and tomorrow, the needs of learners and patients will be at the heart of it all.

HealthForce Ontario

The Michener Institute is a key stakeholder in the Province of Ontario's New Health Human Resources Strategy. As such, Michener will be at the table to discuss the development of allied health education programs and curriculum to support the creation of four new roles in healthcare system: Physician Assistant; Nurse Endoscopist; Surgical First Assist and Clinical Specialist Radiation Therapist. These new and expanded roles are innovative ways to meet human resource needs in our healthcare system.

Improved clinical education model

Working consultatively with existing clinical partners, Michener has taken the lead in initiating discussions to enhance the clinical education experience for students. Clinical Education: Investing in Relationships validates the need for a robust clinical education curriculum that enables interprofessional and collaborative opportunities for both Michener learners and clinical site educators. A new clinical education model will be recommended in the fall 2006.

Improve access to bridging program for internationally educated health professionals

Michener's bridging program, Access and Options is now fully integrated into regular curriculum and programming. Enhancing bridging mechanisms for internationally educated and trained health professionals, from recruitment through to placement, will be the next initiative Michener undertakes.

Capital development

The transformation of Michener's facility into a teaching and learning environment that contributes to **Best Experience, Best Education** by allowing for optimal, diverse and efficient utilization of all classroom, laboratory, office and common space for all students, faculty and staff, is a key initiative. Building and facility renewal brings with it new opportunities to identify innovative capital development prospects. This will be pursued energetically in the coming year.

New orientation experience for learners

To bring Michener's academic curriculum to life, an exciting new orientation and onboarding process for first year students will be launched in September 2006. Frosh week is replete with fun and educational simulation and interprofessional experiences that bring learners face-to-face with patient safety issues, demonstrate the value of collaboration with other health professionals and build immediate respect for other health science disciplines, right off the bat.

The Passport to Michener Orientation extends beyond the first week and into the entire school year, providing 1st year learners with ample opportunities to stay connected with faculty, staff and administration and continue to be involved in Michener initiatives.

A T T E N T I O N



As Michener
strives toward new
innovations in
curriculum, learning
and health sciences,
the needs of learners
and patients will be at
the heart of it all. -

innovative friendships



Alumni, retirees, former and current faculty members, previous governors, volunteers are just a few of the wide community of friends across Canada who support Michener through generous annual gift giving and individual donations. Michener maintains ties with a vast network of accomplished graduates, who, as today's healthcare leaders are important ambassadors for the school in their respective fields and organizations.

Michener students benefit greatly from the largesse of individual gifts and donations, which, through care and rigor, are invested back into student scholarships and bursaries. Last year at the 2005/2006 Scholarships and Awards Ceremony, eligible students received over \$32,500 in fiscal support in the form of scholarships and industry awards, due in part to donations from individuals such as those honoured.

The Michener Institute gratefully acknowledges the loyalty of friends over the past year, and look forward to future support.

Major Supporters (\$10,000 or more)

Dorothy Hubbs

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

Lindsay Campbell -
Gwen DuBois-Wing -
Dr. Paul A.W. Gamble & Brenda Gamble -
Dr. Winston Isaac -
Rossana DiZio Magnotta -

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

Julia Bentley -
Dr. Catherine Cragg -
Dr. Mary Preece -

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

Catherine Babiak
Gurminder Bhela
Catherine Brown
Larry Martin Burke
Connie Campbell
Cherilyn Carman
Debbie Cohen-Benudiz
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Christine Elaine Connelly
Cameron Craft
Christine Marie Cursio
Stefan Cwikowski
Todd English
Dr. Peter Fong
Catherine Fooks
Mirika Fraser
Kim Suzanne Frederick-Reid
Zita Gardner
Dr. William Gowman
Cheryl Lyn Harrison
Dr. Alex Hartman
Robert N Heath
Brian Henderson
Anthea Mary Hurtubise
Vivian Ip
Dr. James Kerr
Isis Khalil
Changgon Kim
Dr. Harry Joseph Kleiman
Dr. Renate Krakauer

Cecilia Lau-Lo
Joyce Longman
Daina E. Lougheed
Lynda Marie Major
Debbie E. Maki
Carolyn Anne Maloney
Carol Diane Martin
Hassan Matan
Robert Miner
David N. Nykolaychuk
Raymond T. Okamoto
Kathleen Olden-Powell
Jennifer Grace O'Neill
Jennifer Payton
Anne Raby
Rami Rahal
Lorraine Ramsay
Dr. Vernon Robertshaw
Catherine Mary Rowlands
Kathleen Sayeau
Dr. Marsha Speevak
Teresa Sulymko
Wendy Sutton
Vivianne Vatavalis
Scott Walker
Jessica Walsh
Diane Williams
Nermeen Youssef

Alumni Association

Created in 1997, Michener's Alumni Association is committed to developing mutually beneficial relationships for the continuous growth of The Michener Institute, its graduates, students and the community.

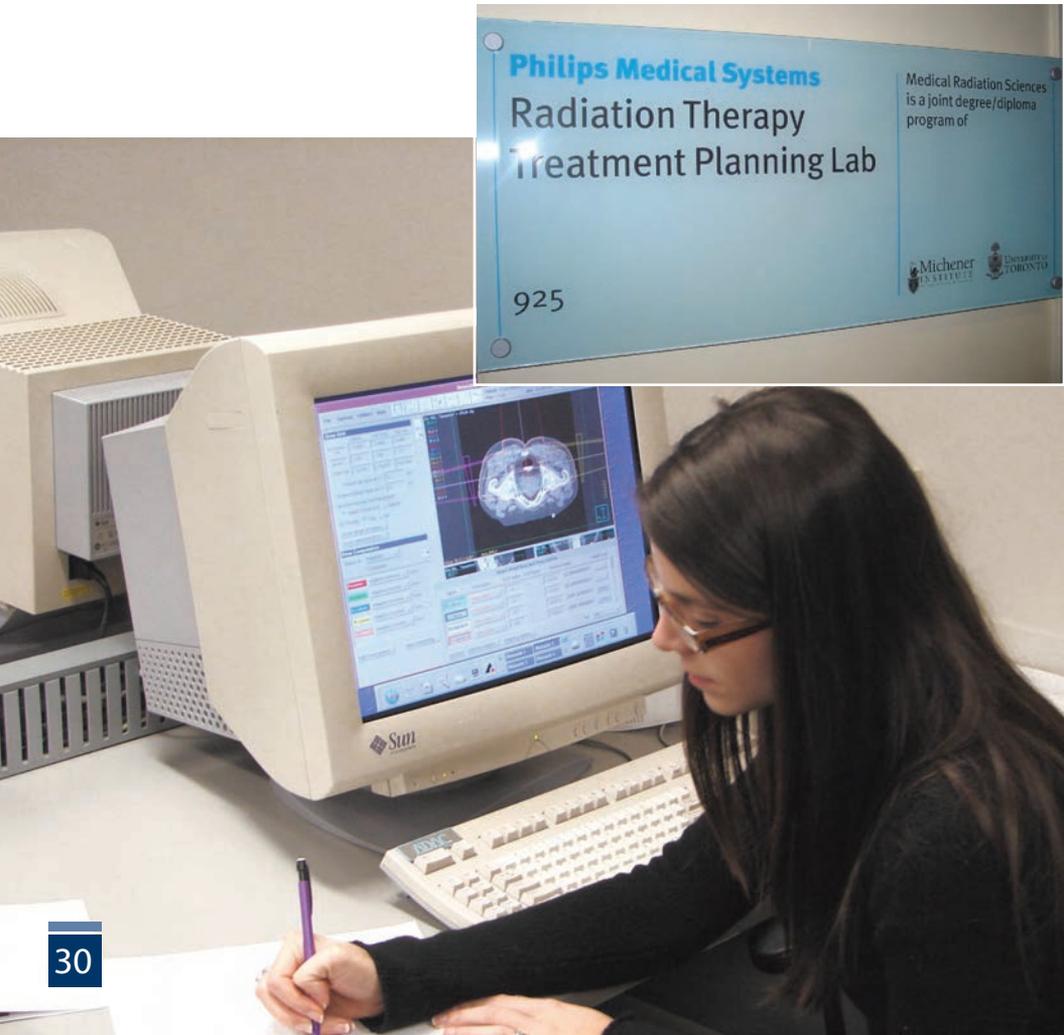
Alumni Association Board of Directors

Susan Bloxsom (Ex officio)
Wudasie Efreem (Ex officio)
Michelle Lau
Carol Martin (Past Chair)
Sean McCluskey (Chair)
Hollin Ng
Christine Nielsen (Vice-Chair)
Andrea Wilson
Jennifer Woodbeck
Lynn Yawney

innovative business

Advancements in healthcare technology impact the accuracy of diagnosis and speed of delivery that allied health professionals provide to patients as key members of their healthcare team. Private sector partners and leading innovators in health technologies work collaboratively with The Michener Institute to bridge gaps between the theoretical and the practical. Together, the combined competencies of both the academic and business worlds result in robust opportunities that benefit Michener students, enhance their educational experience, and prepare them to confidently enter their chosen allied health profession.

Michener is proud to be allied with leading corporations who respect academia and bring a collaborative spirit to the co-development of innovative ideas for allied health education.



Where education meets the real world

- 2005 Sports Medicine Symposium – over 300 chiropractic doctors, physiotherapists, and Michener students came together in October 2005 to discuss leading edge updates in sports medicine. The Michener Institute, alongside Humber River Regional Hospital and York Regional Hospital.
- New MRI Demo Unit – provided by SIEMENS and installed on November 5, 2005. The Unit enables students to approach their simulation education on the latest technology used by hospitals.
- Gaitscan – In addition to providing a scholarship, The Orthotic Group has also installed Gaitscan technology enabling chiropody students to improve their diagnostic ability of foot care assessments.
- Digital microscopy introduced into the medical laboratory Science Program – made possible through a pilot project with Aperio Technologies Inc. and Quorum Technologies Inc.



Michener is able to provide students with an innovative learning environment thanks in part to the generous support of our corporate partners. The Michener Institute gratefully acknowledges the support of our partners.

Major Supporters (\$10,000 or more)

Boehringer Ingelheim (Canada) Ltd.
Grand River Hospital

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

Agfa Inc.
MDS Inc.
Gamma-Dynacare Medical Laboratories
Joseph Brant Memorial Hospital
Mount Sinai Hospital
Art Gallery of Ontario
Nova Scotia Community College
TD Meloche Monnex

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

Hamilton Regional Laboratory Medicine Program
Michener's Student Council
Zonta Club of Toronto

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

Convocation Flowers Inc.
Siemens Canada

financial statements

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, 2006 and for the year then ended. In our auditors' report on the complete financial statements, dated May 12, 2006, 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 12, 2006

CLARKE HENNING LLP
CHARTERED ACCOUNTANTS

Complete audited financial statements are available on request.

Summarized Statement of Financial Position As at March 31

	2006	2005
Assets		
Cash and Short Term Deposits	4,829,611	2,258,623
Short Term Investments	1,320,402	557,537
Accounts Receivable	303,001	397,831
Grant receivable - Ministry of Health and Long-Term Care	507,068	0
Prepaid Expenses	141,298	205,962
	7,101,380	3,419,953
Long Term Investments	4,701,670	5,790,240
Property and Equipment (Net of depreciation)	15,504,131	16,008,132
	27,307,181	25,218,325
Liabilities and Net Assets		
Accounts Payable and Accrued Liabilities	4,029,800	4,041,925
Unearned Income	5,255,563	3,076,971
Deferred Capital Contributions	10,109,208	10,471,815
	19,394,571	17,590,711
Net Assets	7,912,610	7,627,614
	27,307,181	25,218,325

Summarized Statement of Operations
Year Ended March 31

	2006	2005
Revenues		
Ministry of Health and Long-Term Care - Operating Grant	13,965,153	13,022,988
Fees Received	3,903,237	4,335,075
Scholarship and Bursary Funds Income	259,926	126,662
Rental Income	1,120,998	1,328,637
Sundry Income	1,248,060	1,359,229
Access and Options Project	1,187,255	1,016,283
	21,684,629	21,188,874
Expenses		
Salaries, Academic Contractors, and Benefits	12,293,650	12,116,222
Education programs - Clinical Payments	2,161,193	2,166,951
Educational Support Expenses	1,602,101	1,526,450
Building Occupancy Costs	2,435,964	2,703,145
Other Operating Expenses	1,534,340	1,590,319
Scholarship and Bursary Awards	43,737	39,135
Access and Options Project	1,187,255	1,016,283
	21,258,240	21,158,505
Depreciation	1,466,110	1,663,033
Amortization of Deferred Capital Contributions	(1,324,717)	(1,519,986)
	21,399,633	21,301,552
Excess (Deficiency) of revenues over expenses for the year	\$284,996	(\$112,678)

Certain information included in this annual report is forward-looking. Forward-looking statements are based on management's expectations and beliefs concerning future developments and their potential effects on the organization. There is no assurance that future developments affecting the organization will have those effects anticipated by management. Actual results may differ from those included in such forward-looking statements.

These forward-looking statements involve risks and uncertainties including, but not limited to, the following: 1) changes in economic conditions; 2) public response to the organization's offerings; 3) legislative changes that may affect the cost of or demand for the organization's offerings; 4) acts of God; 5) technological changes; and 6) mortality and other factors that may affect the performance of the organization. The organization disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Innovative leadership is not the sole domain of management or executives. The dedication, enthusiasm and collaborative energy expressed by Michener's talented faculty and support staff through many key initiatives and projects are fully acknowledged. Though their names may be too numerous to list on these few pages, their leadership efforts are no less important to Michener.

Executive Leadership Team

President and CEO/Secretary

Paul A.W. Gamble, BSc(Hons), BA, MHSc, DrPH

Vice-President, Academic Affairs

Mary Preece, BA, MEd, PhD

Vice-President, Corporate Services & Strategic Advancement

James Robertson, CMA, BA, MEd

Vice-President, Human Resources & Organization Development

Joanne Milligan, MPA, BSN

Corporate:

Lissa Manganaro, Manager, Corporate Support

Wendy Kakaletis, Executive Support

Luanne Macdonell, Executive Support

Robin Darling, Executive Support



Academy *Leadership*

Program Chairs:

Suzanne Allaire
Karim Bandali
Lori Boyd
Lorraine Ramsay
Sydney Redpath
Anne Rumbolt
Wade Sharpe

Medical Laboratory Sciences
Cardiovascular Perfusion
Medical Radiation Sciences
Magnetic Resonance Imaging
Chiropody, Respiratory Therapy
Chair, Diagnostic Cytology
(Associate Chair) Medical Radiation Sciences

Directors:

Iliana Arapis
Karim Bandali
Paula Burns
Cecil Canteenwalla
Alice Chow
Joan Laurie
Brad Niblett
Kathryn Parker
Cathy Pearl
Jean-Michel Read
Anne Rumbolt
Moreen Tapper
Terry Sulymko

Communications and Public Relations
Academic Strategic Advancement
Curriculum Commons
Policy Development and External Relations
Finance
International Education & Special Projects
Information Management
Research
Student Success and Development
Facilities and Building Operations
Centre for Continuing Professional Education
Registrar and Student Affairs
Learning Resource Centre



2005-2006 successful

Academic Excellence

- state of the art curriculum re-design: interprofessional education, simulation-enhanced education, and healthcare competency assessment to complement theoretical learning and clinical education
- evaluate student engagement to determine student satisfaction (non-program specific)
- augment programs for internationally-trained health professionals and immigrant communities

People

- implement recognition program
- establish performance management system
- expand professional development and training opportunities
- improve employee satisfaction
- establish and introduce organizational values
- initiate employee talent management and retention strategy

Knowledge Transfer

- lead and make presentations at key healthcare and educational conferences
- expand opportunities for community outreach
- increase media presence
- augment communications planning throughout all major initiatives
- increase organizational collaboration and capacity-building
- cement reputation as the leader in applied health sciences education



A T T O N

innovations by strategy

Resource Innovation

- deliver strategic facility re-development plan
- identify and develop alternative revenue streams
- initiate new partnership development opportunities (public, private and educational sectors)
- commence capital development strategy

Quality

- meet compliance standards set by the Ministry of Health and Long-term care and Ministry of Training, Colleges and Universities
- investigate suitable accountability frameworks
- develop Senate model





The Michener Institute for Applied Health Sciences -
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Toronto, Ontario Canada M5T 1V4 -
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Toll Free 1-800-387-9066 -
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www.michener.ca -