

2008/2009 REPORT TO THE COMMUNITY

# impact



BEST EXPERIENCE • BEST EDUCATION -

A 35-year-old patient arrives at the local hospital for an MRI to determine the cause of her nagging headaches. There to greet her is a Michener graduate who has been extensively trained in the science of magnetic resonance imaging. Down the hall, a six-year-old girl requires a series of blood work prior to surgery. This delicate procedure will be performed by a Medical Laboratory Science professional, also a Michener graduate. Meanwhile, at the family health team practice centre across the street, a 60-year-old diabetes patient will spend the morning with a Diabetes Educator and a Chiroprapist, both Michener alumni, to discuss ongoing management and care issues. **Michener's impact is all around us.**



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## MICHENER: A SNAPSHOT

### Total Enrolment 2008/2009

Advanced Diploma	685
Graduate Diploma	92
Graduate Advanced Diploma	81
Certificates	351
Continuing Education	5100



### Academic Programs

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



  
 Dr. Paul A.W. Gamble  
 President and CEO

  
 Cathy Fooks  
 Chair, Board of Governors  
 2006-2009



## BUILDING OUR FUTURE:

A Message from the Chair, Board of Governors and the President and CEO

In today's complex health care and education sectors, change is a permanent part of our reality. Over the past year, The Michener Institute has continued on its journey of transformation. This journey began with a bold vision for the future of applied health education, which saw the transformation of our curriculum. In order to take the next step in this journey, it is essential that we invest in innovation, partnership and growth to meet the needs of our ever evolving health care system. We believe this investment will significantly impact not only our students, but also the larger health care community.

We have already expanded our curriculum to include a higher degree of simulation-based learning and integrated interprofessional care principles such as communication and collaboration throughout the learning continuum. Having cemented these principles as foundational components of our educational model, it is now time to turn our attention to our infrastructure needs.

It is vital that our physical space has the capability to provide rich, immersive educational experiences. We have a vision of a campus that can facilitate the full spectrum of student learning, from lecture space and formal labs to high-fidelity simulation studios and team-based debrief areas. Over the past year, we have begun to see the transformation of our physical space take shape, and we are working towards making this vision a reality.

Partnerships with government agencies and industry leaders in health and technology are helping us to achieve our mission and fostering a spirit of innovation throughout the organization. To further realize our goals, Michener launched its first ever capital campaign in 2009. *The Campaign for Michener: Stronger, Smarter, Better* will engage with our larger community and those who wish to be part of transforming health care from the inside out.

This report is your invitation to join us on this journey. Together, we can transform how health care is delivered by transforming how it is taught.



## LEADING THE WAY

Since 1958, Michener has been educating a vital group of applied health science professionals who form the backbone of our health care system. Applied health science professionals work alongside doctors, nurses and others as part of the health care team and make up a significant portion of the health care workforce. They work as technologists, practitioners, and therapists and our health care system simply couldn't function without them.

“For half a century, the dedicated faculty and staff of this outstanding institution have been working hard to advance applied health science and provide students with the skills to enhance the health of citizens in Ontario and beyond.”

Premier Dalton McGuinty,  
Province of Ontario

As Canada's leading educator of applied health science professionals, we are committed to investing in innovation so that students can learn the latest techniques and skills on technologically advanced systems. We continue to be pioneers in incorporating simulation-based education, interprofessional collaboration and leading-edge assessment tools into the learning and clinical environments. Not only do these principles enrich the learning experience for our students, we believe they positively influence the way health care is delivered, and ultimately, improve the quality of patient care.

### VISION

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

### MISSION

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

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





## ADVANCING EDUCATION

Michener's award-winning Academic Innovation Strategy is testament to our role as Canada's centre of excellence for the advancement of applied health sciences education. Developed to enhance the student learning experience and to offer state-of-the-art curriculum, the academic innovation strategy embraces the principles and practices of collaborative patient care, advances the use of simulation in health care education, incorporates interprofessional education principles, embeds assessment for clinical readiness and concentrates on learner-centred needs in a real-life setting. Change and innovation form the backdrop for the strategy, which focuses on developing highly skilled and competent health care professionals.

The application of the Academic Innovation Strategy is possible thanks to the commitment of our faculty, whose dedication to our students and the quality of the education they receive brings the strategy to life. Their ultimate goal is the growth and development of their students, both as individuals and as future health care professionals. This growth includes not only learning profession-specific content, but different skills and attributes that will make them effective, highly competent members of the health care community.

At Michener, we are committed to evaluating the effectiveness of the strategy and continue to regularly assess the effectiveness of its design and delivery and its impact on students, clinical partners, employers and the health care system. So far, the academic innovation strategy has already demonstrated a strong directional trend of improvement in levels of satisfaction with course content, mode of delivery, assessment and evaluation. Newly trained professionals feel better prepared to work in teams, understand their role in contributing to patient safety and are familiar with the clinical practice environment.

While the new curriculum is already impacting the workplace experience of graduates, we continue to refine our strategy based on feedback, content analysis and review because at Michener, leadership is a continuous improvement process.

“Michener shows great leadership in educating us as future health care professionals. The tools that are used range from ensuring that up-to-date knowledge is being taught, to incorporating health care leadership courses into our curriculum. Leadership and teamwork are consistently encouraged in our labs as well as in class.”

Crystal Matzos  
Michener student

Michener alumni, staff, students and friends celebrate Michener's golden anniversary. Inset: Michener founder, Dr. Diana Schatz delivering the keynote address to the sold out event.



## ADDITIONAL 2008/2009 HIGHLIGHTS

### TOP EMPLOYER

For the third year in a row, Michener was honoured as one of the Greater Toronto Area's top employers.

### PHYSICIAN ASSISTANT PROGRAM

Working in collaboration with the University of Toronto and the Northern Ontario School of Medicine, the curriculum for one of Ontario's first Physician Assistant programs was developed. The first cohort began studies in January 2010.

### STRATEGIC ALLIANCES

The past year has seen the creation of strategic alliances with leading edge organizations like CAE, ELEKTA, Virtual, GE Healthcare Canada and Health Canada. These alliances are bringing state-of-the-art equipment and software into the Michener environment to prepare our students for the clinical environment.

## A YEAR OF CELEBRATION

The past year marked Michener's 50th anniversary as Ontario's, and Canada's, premier educator of applied health professionals. Throughout the year we reached out to our alumni, not just to celebrate our achievements as an educational institution, but to celebrate the impact our graduates have made, and continue to make, on the Canadian health care system. In leadership roles or as front line workers, our graduates permeate all levels of health care. Our alumni have become leaders in interprofessional collaboration in the workplace and it is through their efforts that our greatest achievements come to fruition.

“As both an alumna and former employee, I have always been proud of my association with Michener. As a medical laboratory professional, I was able to use my skills to make a direct impact on patient care from behind the scenes and in educating future laboratory professionals. Now, in my role as Executive Director of the Canadian Society for Medical Laboratory Science (CSMLS), I am able to continue to make an impact on the health care system but on much a larger scale. My history with Michener has certainly helped me to achieve this.”

Christine Nielsen  
Executive Director, CSMLS

In addition to our 50th anniversary, Michener had many reasons to celebrate, including our silver place finish among an impressive list of finalists for the Institute of Public Administration of Canada (IPAC)/Deloitte Public Sector Leadership Awards. We were selected in the education sector for our **Academic Innovation Strategy: Transforming Education in the Applied Health Sciences.**

We can also characterize 2008/2009 as a year of collaboration. Working with other industry leaders, Michener has been able to move several strategic initiatives forward. Most noteworthy, is Michener's ongoing collaboration with CAE, a world leader in the use of simulation in the aviation industry. We are bringing together the best practices of both industries in the form of the **CAE/Michener Centre of Excellence in Simulation and Innovation.** Opened in early 2010, the centre will not only enhance the educational experience of Michener's full-time and continuing education students, but will also serve our larger community as an innovative space where interprofessional, simulation-based learning and evaluation can occur.

Dr. Karim Bandali, Associate Vice President and Chair, Cardiovascular Perfusion, at the International Meeting on Simulation in Healthcare 2009.

Inset: Kathryn Hodwitz, Research Assistant, at the Ontario Ministry of Health and Long-Term Care, Celebrating Innovations in Health Care Expo 2009



## SHARING KNOWLEDGE

Michener is committed to sharing and disseminating our research, innovative approaches and learnings to audiences in North America and Europe. Michener's research and scholarship activities included conducting studies to examine the impact of our Academic Innovation Strategy on student outcomes, measuring graduate and employer satisfaction, analyzing the impact of curricular changes on student performance and investigating the role of simulation in enhancing patient safety—just to name a few.

Our hope is that by sharing this knowledge with the larger community, we can help inform best practices and act as a catalyst for innovation across the health care and education sectors.

On an annual basis, faculty and staff publish articles and travel the globe to present research and attend conferences. Some highlights of the past year's these activities are provided below.

Published articles and/or conference presentations:

- An Interprofessional Education Session for First-Year Health Sciences Students. American Journal of Pharmaceutical Education, 2009
- "Inspiring collaboration and innovation through healthcare simulation" Mayo Clinic, Interdisciplinary Simulation Center, Minneapolis
- "Exploring the innovative use of simulation and interprofessional education within a medical laboratory science curriculum" Canadian Society for Medical Laboratory Science Meeting, Newfoundland
- "Politics meets medicine: electronic magic board revolutionizes healthcare education!" International Association for Medical Education 2009 Conference, Spain
- "Process Mapping, Pareto and More! How to Embed Continuous Improvement in the Curricular Design, Implementation and Evaluation Processes." Celebrating Innovations in Health Care Expo, Ministry of Health, Toronto
- Bridging the Gap: Enhancing Interprofessional Education Using Simulation, Journal of Interprofessional Care, October 2008 and Quality in Health Care Conference, Ireland
- Simulation-enhanced Curriculum Design, International meeting on Simulation in Healthcare, Society for Simulation in Healthcare, Arizona
- A Revolutionary Alliance Between Aviation and Medical Simulation: Working Towards Creating an International Standard in Healthcare Simulation, Association for Medical Education in Europe Annual Conference (2009), Malaga, Spain (collaborative presentation between CAE and Michener)

Michener and CAE executives pose for a photo during the ground breaking ceremony for the *Centre of Excellence in Simulation and Innovation*.



## THE POWER OF PARTNERSHIPS

Just as collaboration is at the core of interprofessional education and care, partnership is foundational to the success of Michener's mission. Working for a common purpose, our partners work hand in hand with us to help us realize our goals.

Michener has maintained and fostered new partnerships with leading health care and technology organizations whose enthusiasm for our innovative curriculum model, interprofessional approach and patient-centric philosophy have resulted in unique learning opportunities for our students.

“We continue to be impressed by the speed at which Michener is able to translate innovative ideas into leading edge education for the health community.”

Dr. Ivan Silver

Vice-Dean, Continuing Education & Professional Development,  
Director, Centre for Faculty Development at St. Michael's Hospital;  
Professor, Dept. of Psychiatry, Faculty of Medicine, U of T.

Collaborating with other educational institutions and health organizations has helped Michener advance the role of interprofessional education in preparing competent health care professionals.

New partnerships with clinical sites, simulation technology experts and other health education institutions continue to be developed. Through Michener's leadership, these partnerships will ensure that health education for providers will be relevant, impactful and strategically delivered across the health care sector. We thank those partners who collaborated with us over the past year and look forward to their continued support.



## LOOKING AHEAD

Our transformational journey is well underway and will continue at full speed during the coming year. The first phase of our campus transformation was completed in 2009/2010 and saw the creation of the simulation centre, in addition to new student classrooms and collaborative common learning spaces. The second phase of the transformation will bring long overdue infrastructure renewal, and most importantly, innovative new laboratory spaces as well as staff and faculty workspaces that are more conducive to the team-based collaboration we want to model for our students. By changing our physical space, we are dramatically improving our ability to educate a diverse group of health professionals. And by changing the way they are educated, we are improving the way they work together out in the field and ensuring the optimization of patient care across Ontario, and Canada as a whole.

Changing health care from the inside out is not easy, but a necessary endeavour nonetheless. To this end we are launching Michener's first Capital Campaign in support of our Campus Transformation. *The Campaign for Michener* goal is \$20 Million - but the impact on the future of the Canadian health care system is immeasurable. Together with members of our community, we will transform health care to make it stronger, smarter, better.

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

Dr. Catherine Whiteside  
Dean, Faculty of Medicine  
University of Toronto

“I sincerely believe we are going to lead the revolution in allied health education. We are going to change the allied health professions. There is absolutely no question in my mind what this place can do and the contribution it can make.”

Dr. Paul Gamble,  
President and CEO  
The Michener Institute



**2008/2009 BOARD OF GOVERNORS**



**EXECUTIVE LEADERSHIP TEAM**

## LEADERSHIP & GOVERNANCE

### Board of Governors 2008-2009

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### Executive Leadership Team

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#### *Vice President, Corporate Services & Strategic Advancement*

James Robertson, BA, CMA, MEd

#### *Vice President, Human Resources & Organization Development*

Joanne Milligan, MPA, BSN

#### *Manager, Corporate Support*

Lissa Manganaro, BA, CAE



Grant Mawhinney, an Anesthesia Assistant graduate, performs an intubation in an operating room at Toronto's St. Joseph's Hospital, one of Michener's many clinical sites.

## CLINICAL SITES

Alberta Children's Hospital, Calgary  
 Anne Johnson Health Station  
 Annapolis Valley District Health Authority  
 Atlantic Health Sciences Corporation, Saint John  
 Baycrest Centre for Geriatric Care  
 Brampton Sleep Clinic  
 Bridgepoint Health  
 Bristol Myers Squibb  
 Capital Health Authority, Stollery Children's Hospital, Edmonton  
 Centre for Sleep Medicine, Oshawa Clinic  
 Children's Hospital of Eastern Ontario  
 CML HealthCare  
 Danforth Foot Clinic  
 Danforth Main X-Ray  
 Diagnostic Services of Manitoba  
 Downsview X-Ray  
 Eastern Health, St. John's  
 Ellesmere X-Ray  
 Flemingdon Health Centre  
 Foothills Hospital, Calgary  
 Gamma - Dynacare - Brampton & Ottawa  
 GE Healthcare, Mississauga & Ottawa sites  
 Glazier Medical  
 Grand River Hospital  
 Halton Healthcare, Oakville Trafalgar site  
 Hamilton Health Sciences - Chedoke, Henderson General, McMaster and St. Peter's sites  
 Hamilton Urban Core Community Health Centre  
 Hôtel Dieu-Grace Hospital, Windsor  
 Humber River Regional Hospital  
 Huron Perth Healthcare Alliance, Stratford General Hospital site  
 IWK Health Centre, Halifax  
 Joseph Brant Memorial Hospital  
 Kingston General Hospital  
 KMH Cardiology & Diagnostic Centres  
 Ladas Foot Clinic  
 Lakeridge Health Corporation, Oshawa General site  
 Lakeshore Area Multi-Service Project  
 Lantheus Medical Imaging  
 London Health Sciences Centre - University, Victoria and Regional Cancer Centre sites  
 LifeLabs  
 Markham Stouffville Hospital  
 McGill University Health Centre - Montreal General & Montreal Children's sites  
 Medigas Inc  
 Medisys  
 Montfort Hospital, Ottawa  
 Mount Sinai Hospital  
 North Bay General Hospital  
 North York General Hospital  
 Orillia Soldiers Memorial Hospital  
 Peterborough Regional Health Centre  
 Port Perry Imaging  
 Professional Respiratory Home Care Service  
 Queen Elizabeth II Health Sciences Centre, Halifax  
 Queensway Carlton Hospital  
 Queensway Imaging  
 Quinte Health Care, Belleville General site  
 Radiology Associates  
 Rexdale Community Health Centre  
 Roncesvalles X-Ray & Ultrasound  
 Rouge Valley Health System - Ajax and Centenary sites  
 Royal University Hospital, Saskatoon  
 Royal Victoria Hospital, Barrie  
 Sault Area Hospital, Sault Ste. Marie  
 Sherbourne Health Care  
 Southlake Regional Health Centre  
 St. John's Rehab 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  
 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  
 Toronto Centre for Medical Imaging  
 Toronto East General Hospital  
 Toronto Grace Health Centre  
 Toronto Rehabilitation Institute  
 Trillium Health Centre  
 University Health Network - Toronto General, Toronto Western and Princess Margaret sites  
 The University Hospital of The West Indies, Jamaica  
 Vancouver General Hospital  
 VitalAire  
 Vodden X-Ray  
 West End Diagnostic Imaging  
 West Toronto Foot & Ankle Clinic  
 West Park Healthcare Centre  
 William Osler Health Centre - Brampton Civic Hospital  
 Windsor Regional Hospital  
 Women's College Hospital  
 Yarmouth Regional Hospital

457 staff from partner sites have current status appointments with Michener:

17 Clinical Adjunct Professors

65 Clinical Coordinators

375 Clinical Educators

Over 570 students were placed throughout this clinical network between April 1, 2008 and August 31, 2009.

Over 1300 registrants from partner sites attended at least one Interprofessional Collaboration Module.

## SUPPORTERS (APRIL 1, 2008 - AUGUST 31, 2009)

Michener would like to thank the following organizations and individuals for their generous support.

### INDIVIDUAL SUPPORTERS

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

Don Bartlett  
Catherine Brown  
Alice Chow  
Tim Colfe  
Susan Crowley  
Paul & Brenda Gamble  
Michael Garvey  
Winston Isaac  
Felita Kwan  
Anne LeGresley  
Rossana Magnotta  
Lissa Manganaro  
Kelly McPherson  
Kathleen Olden-Powel  
Marc Potvin  
Dawne Rudman  
Susan Weltz

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

Joanne Adolphe  
Julia Bentley  
Gwen DuBois-Wing  
Susan Dunnington  
Kelly Geddes  
Meera Narenthiran  
Cathy Pearl  
Diana Schatz

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

Peter Fabricius  
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Theresa Joven  
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Eileen McDonald  
Robert Miner  
Diane Shiffman  
Wendy Sutton  
Tim Watson  
Brain Wong  
IPC Team Award 2008  
Michener Magazine Team Innovation Award 2008  
Ultrasound Department Raffle

### ORGANIZATIONS

#### Major Supporters (\$10,000 or more)

Alpha Charitable Foundation  
CMS Inc.  
Cryos Technologies Inc.  
Elekta  
TD Insurance Meloche Monnex  
Vertual Ltd

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

Canada Life  
Gamma-Dynacare Medical Laboratories  
Medisys Health Group  
ProResp  
The Orthotic Group  
CAE  
Clinical Education in Michener  
Covidien  
Paris Orthotics Limited  
Plan Group

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

GE Healthcare  
OHRSA

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

Convocation Flowers

### 50TH ANNIVERSARY SPONSORS

50th Anniversary Print Sponsor  
TPH

50th Anniversary Wine Sponsor  
Magnotta Winery

50th Anniversary Gala - Presenting Sponsor  
CAE

50th Anniversary Gala - Gold Sponsor  
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Meridian Edge Consulting

Homecoming - Blue Sponsor  
CML HealthCare

Homecoming - Green Sponsor  
ACL Student Benefits  
Canada Life  
CSMLS  
Morel Group  
Everest Supply Inc.

Street Party - Green Sponsor  
TD Canada Trust

## 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 August 31, 2009 and for the seventeen months then ended. In our auditors' report on the complete financial statements, dated October 20, 2009, 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 20, 2009

CLARKE HENNING LLP  
CHARTERED ACCOUNTANTS  
Licensed Public Accountants

## SUMMARIZED STATEMENT OF FINANCIAL POSITION

	As at August 31, 2009	As at March 31, 2008
<b>ASSETS</b>		
Cash and Short Term Deposits	568,514	6,269,463
Short Term Investments	477,806	1,815,540
Accounts Receivable	1,231,151	349,004
Grant receivable - Ministry of health and Long-Term Care	2,611,407	-
Prepaid Expenses	790,288	232,904
	<b>5,679,166</b>	<b>8,666,911</b>
Long Term Investments	9,340,775	3,623,642
Property and Equipment (Net of depreciation)	19,477,602	15,620,395
	<b>34,497,543</b>	<b>27,910,948</b>
<b>LIABILITIES AND NET ASSETS</b>		
Accounts Payable and Accrued Liabilities	5,930,086	4,660,375
Unearned Income	3,962,050	2,147,335
Deferred Capital Contributions	15,978,111	12,564,405
	<b>25,870,247</b>	<b>19,372,115</b>
Net Assets	8,627,296	8,538,833
	<b>34,497,543</b>	<b>27,910,948</b>

## SUMMARIZED STATEMENT OF OPERATIONS Seventeen Months Ended August 31, 2009

	Seventeen Months Ended August 31, 2009	Twelve Months Ended March 31, 2008
<b>REVENUES</b>		
Ministry of Health and Long-Term Care - Operating Grant	24,013,249	17,089,387
Fees Received	6,711,015	5,167,793
Scholarship and Bursary Funds Income	208,333	97,483
Rental Income	499,185	365,062
Sundry Income	2,200,053	1,481,656
	<b>33,631,835</b>	<b>24,201,381</b>
<b>EXPENSES</b>		
Salaries, Academic Contractors, and Benefits	22,264,949	14,612,243
Education programs and Support	3,259,770	3,405,188
Building Occupancy Costs	3,091,390	2,432,360
Other Operating Expenses	4,626,441	3,203,366
Scholarship and Bursary Awards	98,318	48,853
	<b>33,340,868</b>	<b>23,702,010</b>
Depreciation	2,173,591	1,540,861
Amortization of Deferred Capital Contributions	(1,971,087)	(1,401,394)
	<b>33,543,372</b>	<b>23,841,477</b>
<b>Excess of revenues over expenses for the year</b>	<b>88,463</b>	<b>359,904</b>

**IN PICTURES:  
MICHENER'S 50<sup>TH</sup> ANNIVERSARY**

**STREET PARTY**



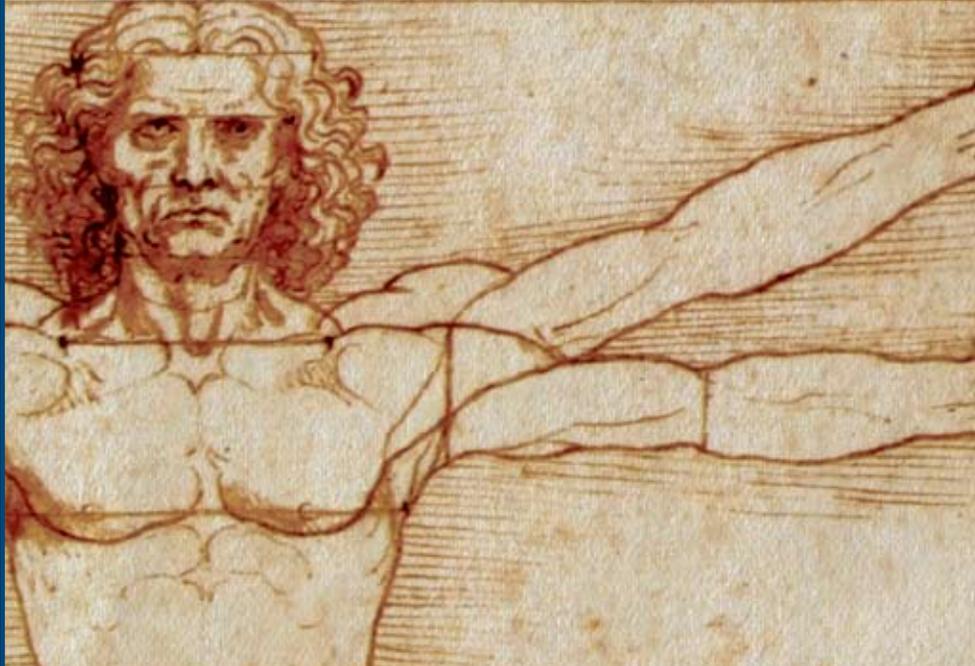
**HOMECOMING WEEKEND**



**GALA**



THE CAMPAIGN FOR MICHENER  
*Stronger. Smarter. Better.*



**Help Us Build The  
Campus Of The Future**

**www.michener.ca**



For more information on the campaign  
contact us at 416.596.3101 x4359



**The Michener Institute for Applied Health Sciences**

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