

COLLEGE OF
MIDWIVES
OF ONTARIO



ORDRE DES
SAGES-FEMMES
DE L'ONTARIO

Annual Report 2007-2008

Vision

Midwifery care in Ontario is defined and guided by a history of ongoing support for community-based midwives working in partnership with childbearing women. The College envisions a time when every community and every woman in the province has midwifery care as an accessible and viable option for childbearing.

Mission

The College of Midwives of Ontario (CMO) ensures that its members provide competent and ethical care to the clients they serve. The CMO establishes standards that ensure its members are responsive to individual and community needs. The CMO promotes a model of care for the profession that encourages informed choice for the client and participation of women by providing standards and guidelines for the midwives that ensure quality of care and protection of the public. The CMO accomplishes these goals in an atmosphere that is responsive to the public and its members.

Mandate

The mandate of the College is to regulate the profession of midwifery in accordance with the *Regulated Health Professions Act, 1991* (RHPA). The primary responsibility of the College is the protection of the public, specifically the childbearing women and their infants to whom its members provide care.

As the regulatory body for the province's Registered Midwives, the College's main function is to administer the *Midwifery Act* in the public interest. The College was established under the *Regulated Health Professions Act, 1991* to:

- Regulate the practice of the profession and to govern the members in accordance with legislation, regulations, and by-laws;
- Develop, establish, and maintain standards of qualification for persons to be issued certificates of registration;
- Develop, establish, and maintain programs and standards of practice to assure the quality of the practice of the profession;
- Develop, establish, and maintain standards of professional ethics for the members;
- Develop, establish, and maintain programs to assist individuals to exercise their rights under this Code and the RHPA, 1991;
- Provide protection to the public by regulating the profession.

Core Values

The College developed and formally adopted a set of core values to guide the development and evaluation of strategic priorities and operational plans. The core values of the CMO are:

Integrity

- We treat people with respect, fairness, honesty, patience, understanding, and trust.
- We are an equal-opportunity employer and respect diversity.
- We are a responsible corporate citizen committed to the health and safety of individuals and the environment.

Respect

- We respect the inherent potential and dignity of all individuals and the equal rights of our members.

Professional behaviour

- We practise high ethical and professional standards.

Balanced approach

- We strive for realistic goals that allow the College to achieve successes while allowing employees and council members to balance personal and professional lives.

Empowerment

- We believe that the contribution of qualified and motivated individuals is essential to achieving the College's mission.
- We learn from our successes and failures.

Transparency

- We are committed to openness, integrity, and accountability in the execution of our mandate.
- We take responsibility for our decisions at the individual and organizational levels.

Innovation

- We strive to achieve excellence through innovation and continuous improvement.
- We believe that taking calculated risks encourages growth and new discovery and supports the seizing of opportunities for innovation.

Partnership

- We value building strong partnerships with other maternity care stakeholders and the public we protect.
- We seek these partnerships so that we may reach common objectives and strengthen our partnerships through collaboration that acknowledges the needs, goals, strengths, and limitations of all parties.

Table of Contents

About the College	7
President & Registrar’s Message.....	8
Council Highlights	10
Statutory Committees.....	17
Executive.....	17
Registration	18
Quality Assurance.....	19
Fitness to Practise.....	20
Client Relations.....	20
Complaints	21
Discipline	22
Financial Statements	23
Council Members.....	27
College Staff	27

About the College

The College of Midwives of Ontario (CMO) is the regulatory body for the province's 414 Registered Midwives (RMs). Ontario midwives provide primary care to women during pregnancy, labour, and delivery and provide care to mothers and babies during the first six weeks post partum. Registered Midwives attend births in hospitals or homes according to women's choices and professional protocols, and are on call and available to their clients 24 hours a day during the course of care.

In 2007–2008, midwives provided care to approximately 12,500¹ women in Ontario. Of births attended by midwives, 80% took place in hospitals and 20% took place at home.

The affairs of the College are directed by policies established by the council of the College. The council consists of thirteen members: seven professional members elected from the College's membership of Registered Midwives, and six public members appointed by the Lieutenant Governor of Ontario.

Council committees required by legislation are the following:

- Executive
- Registration
- Quality Assurance
- Client Relations
- Complaints
- Discipline
- Fitness to Practice

With the privilege of self-governance, council members work in partnership with the public they protect and act cooperatively with other provincial, national, and international maternity care stakeholders.

¹Ontario Midwifery Program, Ministry of Health and Long-Term Care

President and Registrar's Message

This year marked the conclusion of a strategic planning cycle for the College of Midwives of Ontario. With this ending came the opportunity for council and staff to evaluate the impact of the last three-year cycle and to establish a strategic direction for the years 2008 through 2011.

This visioning and planning process was informed by the College's mission, mandate, and core values as well as by the valuable information provided through membership and consumer surveys. At the end of the strategic planning session, the College's staff and council members identified goals and strategies that we are confident will provide focus on issues that are, and will continue to be, of vital importance for members and for the women, infants, and families to whom members provide care. Of particular significance was the decision by council to move ahead with the work required to support a request to the Minister of Health and Long-Term Care to open the scope of midwifery practice to review and revision. The College reaffirmed its commitment to

- effective regulation;
- protection, promotion, and advancement of midwifery;
- facilitate the meeting of regulatory requirements by members

The *Health System Improvements Act, 2007* received Royal Assent in June of this year and will come into effect in 2009. Its implementation will see changes to the *Regulated Health Professions Act, 1991* —including increased accountability to support our mandate of public protection, more transparency within our processes, and provisions for the promotion of interprofessional care. The CMO participated in a consultation process to pass Bill 171 into the *Health System Improvements Act*. This process afforded the College the opportunity to consider its regulatory efforts and to work cooperatively with other members of the Federation of Health Regulatory Colleges of Ontario, as well as with individual colleges and other maternity care stakeholders.

Midwives, who have always operated from a philosophical base that recognizes and utilizes the benefits of collaboration, are well poised to be active contributors to effective interprofessional care. Over the past year, considerable energy and effort went into collaborative work with our partners in the health care system to improve the College's support of its members in their participation in interprofessional care.

We are excited about the work that awaits us over the coming year and look forward to continued collaboration with all of Ontario's maternity care stakeholders.

Mylene Shields, BHSc, RM
President

Deborah Adams, MA, MHSc, CHE
Registrar and CEO

Council Highlights

Coming at the end of a three-year strategic planning cycle, the fiscal year 2007/2008 was a transitional year for the CMO. With this in mind, and in the spirit of partnership and collaboration, the College initiated a series of processes to set new strategic priorities and an operational plan for the next three years. These processes included the following:

- Completing the restructuring of the senior management team
- Developing and formally adopting a core values statement
- Conducting member and consumer survey forums

Other accomplishments of the year include these:

- Initiating implementation of the requirements set out by Bill 171, the *Health System Improvements Act*
- Building stronger interprofessional relationships with provincial and national maternity care stakeholders
- Signing a contract with Minasu Information Systems for a new data system

In addition to the statutory committees required by legislation, the council has established or maintained a number of other committees and working groups, including the following:

- Finance
- Event Planning
- Quality Assurance Program Planning
- Elections and Nominations
- Professional Issues
- Risk Management
- Registration Program Planning

These groups and committees worked on developing terms of reference and were established with a view of readiness for upcoming work.

Senior Management Team

The restructuring of the senior management team was fully realized this year. After successfully hiring a Registrar and CEO, the Executive Committee also approved a

motion to create a new policy analyst position. The complete senior management team now consists of the Registrar, Deputy Registrar, and Policy Analyst. Fulfilling the mandate of its previous strategic priority, the CMO has improved its organizational structure and continues to enhance the processes used to protect the public and serve the College's members.

CMO staff and council continue to endeavour to provide high-quality service to members. Working in partnership, staff and council strive to enhance networks and relationships with governments, other regulated colleges, family health teams, and national and international midwifery and maternity care organizations.

Member and Consumer Forum Surveys

Prior to the fall planning session, the CMO conducted extensive member and consumer surveys. Seventy-eight Registered Midwives responded to an on-line survey and 75 consumers responded either on-line or on paper. The results of the surveys were used at the November planning session to inform and develop the 2008–2011 Strategic Plan.

Registered Midwife Survey

The survey sent to RMs contained questions about the scope of midwifery practice and potential areas of change and expansion; about how the College functions in relation to midwives' professional practice—that is, how well the College committees fulfill their mandates in relation to midwifery practice, standards, and regulations; and about how well the College meets its mandate and mission. Members also had an opportunity to provide feedback on the new core values statement and on communication methods used by the College.

Consumer Survey

The survey sent to consumers provided a forum in which to comment on the midwifery model, interdisciplinary or collaborative care, and the benefits of consumer involvement in the regulatory process.

Results

The results of both the member and client surveys confirmed the broad assumptions on which the CMO's council and staff based the preparatory work for the fall planning session.

In brief, the surveys revealed that members and consumers are concerned about these issues:

- Access to medications
- Requirements for active practice and ongoing certification requirements
- Improved communication between members and the College
- Protection of the midwifery model of care
- Scope of practice
- Interprofessional care and collaboration

Strategic Plan

The process of restructuring the senior management team, creating a core values statement, and conducting member and client surveys led to a two-day facilitated planning session held at Casa Loma in Toronto, November 28 and 29, 2007. Council and staff members attended the session. During this session, the College developed strategic priorities for the years 2008–2011. A full strategic plan report is available on the College’s website at <http://www.cmo.on.ca/communications.asp>.

The strategic plan is the base from which the CMO will achieve its mandate of regulating the profession of midwifery in accordance with the *Regulated Health Professions Act, 1991*, and fulfill its primary responsibility of protecting the public, specifically the childbearing women and infants to whom members provide care. The plan will also provide the basis of any performance evaluation for the College.

Many of the pressures—health systems, human resources, financial—that existed at the previous strategic planning session held in 2004 still exist today. For this reason, the council chose to reaffirm two of the three strategic priorities developed at the 2004 planning session—specifically, to protect, promote, and advance midwifery, and to facilitate the meeting of self-regulation requirements by members - and to add a third priority that acknowledges the importance of self-regulation.

Efficiently and effectively regulate the profession of midwifery in Ontario.

- Fully implement the governance model
- Strategically implement the requirements set out in the *Health System Improvements Act* (Bill 171)
- Advocate an improved process for regulatory amendments
- Inform the public of CMO functions and activities
- Ensure capacity to respond to regulatory developments
- Ensure transparency in all processes of, and work done by, the CMO

Protect, promote and advance midwifery.

- Advocate increased access to midwives
- Advocate increased availability of midwifery services
- Promote and protect the three tenets of midwifery
- Enable members to participate actively in solving the maternity care crisis

Facilitate members' meeting of regulatory requirements.

- Review regulatory requirements and amend them to reflect best practices in all areas
- Reduce stress and reporting time for members
- Assist members in becoming more knowledgeable and better informed
- Provide support for ethical and competent service

*The three tenets of midwifery,
which shape the unique care
midwives provide to families, are:*

*Continuity of care
Informed choice
Choice of birthplace*

Health System Improvements Act

In April 2007, the CMO submitted a response to the amendments and acts addressed by Bill 171, the *Health System Improvements Act*. In line with Strategic Priority number one, the council has prepared and approved an implementation plan with a deadline for completion to coincide with the enactment of Bill 171 in June 2009.

Partnerships and Collaboration

Intra-Professional Participation

The CMO continued to network and to build upon established partnerships with the following provincial, national, and international groups, which are all considered stakeholders in maternity care:

- Association of Ontario Midwives
- Canadian Association of Midwives
- Canadian Midwifery Regulators Consortium (CMRC)
- International Midwifery Pre-Registration Program (IMPP)
- Midwifery Education Program
- National Assessment Strategy (NAS)

Provincial Midwifery Reference Group

Members of the CMO, along with the Association of Ontario Midwives, the Midwifery Education Program, and the International Midwifery Pre-registration Program, participate in a reference group that meets regularly with the Ministry of Health and Long-Term Care's (MOHLTC) Ontario Midwifery Program. The reference group has these goals:

- To update, coordinate, and assess province-level health system impacts with a view to improving the delivery of midwifery services within Ontario's maternity care system
- To provide a forum for knowledge transfer among midwifery stakeholders and the MOHLTC
- To contribute to improved planning, decision-making, and policy development by all midwifery stakeholder organizations and by the MOHLTC
- To promote midwifery care as an integral part of primary maternity care in Ontario

The Office of the Fairness Commissioner

The Office of the Fairness Commissioner (OFC) was established by the *Fair Access to Regulated Professions Act, 2006* with a mandate to ensure that registration practices are transparent, objective, impartial, and fair. Collaborating with the OFC is an important component of the work the CMO does. This year, the CMO

- met with the OFC;
- provided information for the OFC's registration practices study;
- attended a day-long consultation workshop;
- provided feedback to the OFC's consultation documents.

The CMO will continue to support staff and council members in developing the capacity to provide registration practices and processes that ensure everyone applying for registration with the College is treated fairly.

National Assessment Strategy

The CMO has a strong commitment to supporting the growth of the profession through the registration of internationally educated midwives. Through the CMRC, Canadian midwifery regulators have developed a national strategy for assessing midwives who wish to work in Canada but have trained elsewhere. The CMO has been involved in the National Assessment Strategy efforts with a view to achieving the following:

- Maximizing the limited resources of current provincial regulators
- Supporting provinces that are not yet regulated in moving toward regulating midwifery
- Facilitating the entry to practice of internationally educated midwives

The International Midwifery Pre-registration Program is an Ontario bridging program that has been offered by Ryerson University for the past five years. The CMO has had an active role in the IMPP through regular liaison meetings and ongoing curriculum approval.

The NAS group is developing a new midwifery bridging program that will provide access to bridging education for internationally educated midwives who do not live in Ontario. The Multi-jurisdictional Midwifery Bridging Pilot is being launched as a pilot program in April 2009 and will allow participants to learn about Canadian midwifery and gain experience in a Canadian setting while staying in their home communities as much as possible.

Interdisciplinary Participation

Interdisciplinary participation is crucial to moving the work of the CMO forward. To this end, the CMO developed and released two statements to provide a framework and support for the CMO's work on advancing interprofessional care (IPC). The *Statement on Interprofessional Care* and the *Vaccination Statement* are available on the College's website at <http://www.cmo.on.ca/communications.asp>.

The CMO has worked with the following provincial and national groups:

- Federation of Health Regulatory Colleges of Ontario
- Health Professions Regulatory Advisory Council
- Reciprocity in Education and Practice (Nursing and Midwifery)
- Office of Controlled Drugs and Substances
- Office of the Fairness Commissioner

Database

The CMO recognizes the need to better use information technology to support its work. As a means of building its information technology infrastructure, the CMO began the development required to implement a new database to support the following outcomes:

- Meeting requirements of the *Health System Improvements Act* (specifically, creating a more comprehensive public register and the ability to collect health-related human resources data)
- Creating enhanced capacity to provide access to information for planning, research, and evaluation
- Creating a web-based platform for members to easily access the College (e.g., providing registration renewal information, updating practice profiles, and requesting documents and letters)
- Collecting and sharing the information required by the Allied Health Human Resources Database initiative of the MOHLTC to support human resource planning

Statutory Committees

Executive

Members

Mylene Shields , RM	President	April 2007–March 2008
Carron Canning , RM	Vice President – Professional	April 2007–September 2007
Andrea Lennox , RM	Vice President – Professional	September 2007–March 2008
Barbara Herron	Vice President – Public	April 2007–March 2008
Eleni Palantzas	Member, Public	April 2007–March 2008
Diane Parkin , RM	Member, Professional	April 2007–March 2008

The Executive Committee oversees all the work of the College by providing direction to staff; planning and conducting council meetings; representing and exercising the powers of council as necessary; initiating, reviewing, and approving policies and regulations; and directing the Registrar’s investigations. The Executive Committee has the power to make decisions on behalf of the council with respect to matters that require immediate attention.

Accomplishments:

- Oriented new public council members
- Issued four Member Communiqué newsletters
- Conducted member and consumer surveys
- Contributed to the establishment of the Canadian Midwifery Registration Exam as a requirement for regulation in Canada’s other regulated provinces
- Approved the creation of a policy analyst position
- Defined guest protocol for open public meetings
- Defined conference funding criteria and developed policy for funding professional development for council members
- Signed a contract for a new database system for a more efficient registration and renewal process for members
- Continued to work toward meeting the strategic priority of fully implementing a governance model

Registration

Members

Carron Canning, RM	Chair	April 2007–March 2008
Eleni Palantzas	Co-chair	September 2007–March 2008
Fatima Kapasi	Member	April 2007–March 2008
Andrea Lennox, RM	Member	April 2007–March 2008
Ann Montgomery, RM	Member	April 2007–September 2008

The Registration Committee provides direction to the College and the Registrar with regard to the registration processes.

Accomplishments:

- Revised terms of reference
- Continued work on the Canadian Midwifery Registration Exam amendment for the registration regulation
- Reviewed the Office of the Fairness Commissioner’s consultation documents *Draft Guidelines for Fair Registration Practices* and *Proposals for Audits of Registration Practices*

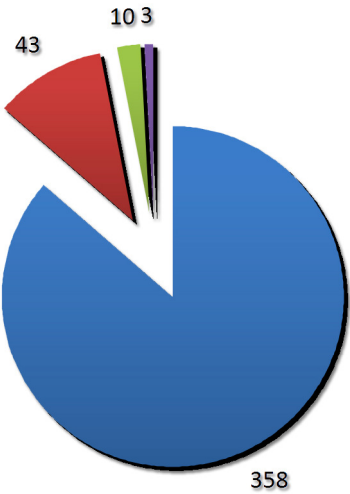
Membership Summary

Of the 358 active members, 58 were new registrants. Forty-eight of these new registrants graduated from the Midwifery Education Program; 9 came from the International Midwifery Pre-registration Program; and 1 member was registered through a requalification program.

In order to maintain registration in good standing, Ontario midwives must comply with policies, standards and active practice guidelines set by the College. If a member does not meet the requirements the Registrar refers the matter to the Registration Committee for review.

In the fiscal year 2007/2008, three registration panels were held. These panels addressed issues related to an active practice requirement, a supervision plan, and modifications to reporting require-

Membership Summary as of March 31, 2008



Total ~ 414

- Active Members
- On Leave Members
- Reduced Members
- Suspended Members

Quality Assurance

Members

Alison Lavery , RM	Chair	April 2007–March 2008
Andrea Lennox , RM	Co-chair	September 2007–March 2008
Barbara Herron	Member	April 2007–March 2008
Sakina Khanam	Member	September 2007–February 2008
Tia Sarkar , RM	Appointed	September 2007–March 2008
Mylene Shields , RM	Member	December 2007–March 2008
Meghan Shuebrook , RM	Member	April 2007–December 2008

The Quality Assurance Committee develops the standards, policies, guidelines, and regulations for the CMO.

This year the Quality Assurance Committee continued administering the College’s Quality Assurance Program, completing the 2006–2007 audit report and conducting the 2007–2008 group-practice audit. The audit found members to be compliant with the majority of CMO regulations, standards, and policies. Excellent examples of documentation of care plans and consultation were found in all of the charts that were reviewed.

Accomplishments:

- Revised terms of reference
- Researched the rationale and guidance paper for the Disclosure of Harm Policy
- Researched the *Smoke-Free Ontario Act, 1994* as it is being amended to afford protection to home health-care workers, and its implications for midwifery practice
- Wrote the Guideline on Electronic Storage of Client Health Records
- Developed a discussion paper on the conditions for safe practice to provide guidance to group practices regarding the development of a Conditions for Safe Practice protocol
- Amended policy on practice protocols to require a Conditions for Safe Practice protocol

Fitness to Practise

Members

Diane Parkin, RM	Chair	April 2007–March 2008
Barbara Herron	Member	December 2007–March 2008
Fatima Kapasi	Member	April 2007–March 2008
Sakina Khanam	Member	October 2007–December 2008
Andrea Lennox, RM	Member	April 2007–October 2007
Eleni Palantzas	Member	April 2007–October 2007
Tia Sarkar, RM	Appointed	December 2007–March 2008
Meghan Shuebrook, RM	Member	April 2007–December 2007

The Fitness to Practise Committee is mandated to protect the public from members who cannot practise safely or competently because of mental or physical incapacity.

There were no Fitness to Practise Committee proceedings this year.

Client Relations

Members

Diane Parkin, RM	Chair	April 2007–March 2008
Samantha Heiydt	Member	April 2007–March 2008
Alison Lavery, RM	Member	April 2007–March 2008
Ann Montgomery, RM	Member	April 2007–March 2008
Joan A. Pajunen	Member	April 2007–March 2008
Eleni Palantzas	Member	April 2007–March 2008

The Client Relations Committee develops and implements policies and procedures to prevent sexual abuse of clients and to define appropriate professional relations between the members of the College and their clients.

There has never been an allegation of sexual abuse made against a College member.

Complaints

Members

Carron Canning , RM	Chair	April 2007–March 2008
Ann Montgomery , RM	Co-chair	September 2007–March 2008
Samantha Heiydt	Member	April 2007–March 2008
Alison Lavery , RM	Member	April 2007–March 2008
Joan A. Pajunen	Member	September 2007–March 2008

The Complaints Committee investigates complaints concerning the conduct of members to determine whether there is any evidence of professional misconduct, incompetence, or incapacity. The Committee appoints a panel to consider each complaint and may resolve the complaint or refer it to another committee.

Accomplishments:

- Revised terms of reference
- Held a committee orientation workshop on June 1, 2007, led by legal counsel Julie Maciura
- Reviewed process of involvement of experts
- Continued work on implementation of the Inquiries, Complaints, and Reports Committee (ICRC)

Summary of Complaints

Thirteen active cases were brought forward from fiscal 2007. Six new cases were opened in fiscal 2008. Of these 19 cases, 6 were resolved. There were no referrals to Discipline.

Discipline

Members

Diane Parkin, RM	Chair	April 2007–March 2008
Barbara Herron	Member	April 2007–March 2008
Fatima Kapasi	Member	April 2007–March 2008
Sakina Khanam	Member	May 2007–February 2008
Tia Sarkar, RM	Appointed	September 2007–March 2008
Meghan Shuebrook, RM	Member	April 2007–December 2007

The Discipline Committee conducts hearings to deal with allegations of a member’s professional misconduct or incompetence upon referral from either the Executive or the Complaints Committee. Hearings are conducted in accordance with the *Regulated Health Professions Act*.

Accomplishments:

- Revised terms of reference
- Continued work on implementation of the Inquiries, Complaints, and Reports Committee (ICRC)
- Started revision of Discipline Hearing Handbook to reflect changes to process to be instituted with proclamation of Bill 171, the *Health System Improvements Act*
- Contacted other regulatory Colleges to access their rules and processes for pre-hearing rules.
- Completed discipline hearing decorum sheet

No discipline panels were held in fiscal year 2008.

Financial Statements

College of Midwives of Ontario wishes to acknowledge the funding provided by the Ministry of Health and Long-Term Care. The financial support from the Ministry is essential in enabling the College to fulfill its responsibilities while it continues to develop and grow as a regulatory body.

Financial Statements



Hilborn Ellis Grant LLP
Chartered Accountants

Auditors' Report on Condensed Financial Statements

To the Council of the
College of Midwives of Ontario

The accompanying condensed statement of financial position and statement of operations are derived from the complete financial statements of the **College of Midwives of Ontario** as at March 31, 2008 and for the year then ended on which we expressed an opinion without reservation in our report dated May 28, 2008. The fair summarization of the complete financial statements is the responsibility of the College's management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the condensed financial statements.

In our opinion, the accompanying condensed financial statements fairly condense, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These condensed 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 the College's financial position and results of operations, reference should be made to the related complete financial statements.

Hilborn Ellis Grant LLP

Toronto, Ontario
May 28, 2008

Chartered Accountants
Licensed Public Accountants

Financial Statements

COLLEGE OF MIDWIVES OF ONTARIO

Condensed Statement of Financial Position

March 31, 2008	2008	2007
	\$	\$
ASSETS		
Current assets	490,271	444,223
Capital assets	30,016	30,971
	<u>520,287</u>	<u>475,194</u>
LIABILITIES		
Current liabilities	<u>465,870</u>	<u>419,822</u>
NET ASSETS		
Net assets invested in capital assets	30,016	30,971
Internal restriction	10,000	10,000
Unrestricted net assets	<u>14,401</u>	<u>14,401</u>
	<u>54,417</u>	<u>55,372</u>
	<u>520,287</u>	<u>475,194</u>

Financial Statements

COLLEGE OF MIDWIVES OF ONTARIO

Condensed Statement of Operations

Year ended March 31, 2008	2008	2007
	\$	\$
Revenues		
Government grant	397,072	313,995
Membership fees	586,344	508,074
Communications	7,762	7,650
Administration fees	20,627	13,625
Interest income	7,005	7,418
Other income	7,250	588
	1,026,060	851,350
Expenses		
Salaries and benefits	495,921	483,801
Consulting fees	56,304	114,243
Council and committees	64,632	63,729
Insurance	10,000	10,303
Telephone	11,492	12,086
Office and general	91,916	76,176
Rent and utilities	-	-
Communication	15,456	14,593
Amortization	10,108	9,549
Quality Assurance Program	25,949	30,097
Investigations and hearings	135,008	14,942
Federation of Health Regulatory Colleges of Ontario	5,992	13,124
Canadian Midwifery Regulators Consortium	15,848	4,278
Canadian Midwifery Registration Exam	21,700	-
Member Outreach Forums	11,976	-
Strategic planning	6,286	-
Short-term occupancy	48,427	-
Loss on disposal of equipment	-	23,109
	1,027,015	870,030
Excess of expenses over revenues for year	(955)	(18,680)

Complete audited financial statements available upon request from the office of the Registrar.

Council Members

Professional Members

Mylene Shields, RM	President	April 2007–March 2008
Andrea Lennox, RM	Vice President, Professional	April 2007–September 2007
Carron Canning, RM	Vice President, Professional	September 2007–March 2008
Alison Lavery, RM	Member	April 2007–March 2008
Ann Montgomery, RM	Member	April 2007–March 2008
Diane Parkin, RM	Member	April 2007–March 2008
Meghan Shuebrook, RM	Member	April 2007–December 2007

Public Members

Barbara Herron	Vice President, Public	April 2007–March 2008
Samantha Heiydt	Member	April 2007–March 2008
Fatima Kapasi	Member	April 2007–March 2008
Sakina Khanam	Member	May 2007–February 2008
Joan A. Pajunen	Member	May 2007–March 2008
Eleni Palantzas	Member	April 2007–March 2008

Non-council Committee Member

Tia Sarkar, RM

College Staff

Deborah Adams	Registrar/ CEO
Robin Kilpatrick	Deputy Registrar
Julie Kivinen	Policy Analyst
Gina Dawe	Registration Administrator
Brenda MacNeil	Executive Assistant
Naakai Garnette	Investigations, Hearings, and Quality Assurance Coordinator
Dianne Gardner	Secretary
Emily Larimer	Bookkeeper

COLLEGE OF
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