



Investing in a strong future

Annual Report 2007 - 2008

It is fair to say that a strong professional association is evidence of a professional community that is committed to investing in the future of their profession. It is the investment – of fees, of support, of commitment to be an engaged member – that enables an association to effectively achieve its membership's visions and goals. Members of the Ontario Society of Occupational Therapists are familiar with the notion of investing in their future. Their investment supports, in fact, creates, a strong common voice that lends impact to advocacy, resources to promotional initiatives and demand for high quality, value-adding membership services.

We hope that continuing membership growth is evidence that members continue to see a return on their investment. These pages give evidence to the wealth of activity undertaken by OSOT to turn members' investments into the realities of a strong, healthy future for their profession!

A unique hallmark of the 2007 – 2008 membership year has been the Society's investment in self reflection and review and the commitment to organizational and governance restructuring to reflect the evolving maturity of our association. Staffing, governance, by-laws and policies and procedures have been strengthened over the past year in very significant ways. This work paves the way for a very different and strengthened organization. This has been an investment in our strong future!

It's clear that it is important to invest because we *need* to be strong. In the context of the current economic environment, government and other funders of our services are seeking ways to reduce costs or achieve more for less. Our voices needed to be strong to protect our clients' access to OT services in the auto insurance sector (currently under a 5 year review), when funded by the Workplace Safety and Insurance Board (programs of care are under review for costing) or in the school health system (visit numbers have been cut in many CCACs). Our voice needs to be strong to continue to advocate for access to new OT services when we can add real value – in Family Health Teams or in long-term care homes. Our voices need to be strong and confident to undertake our own scope of practice review as other professions regulated under the *Regulated Health Professions Act, 1991* have done. We are called to continue to invest in a strong future!

One thing our organizational changes have not changed is the important and central role of members. The Society continues to be both responsive to and directed by member input. Increased attention has been placed on providing timely information through monthly email blasts to keep members abreast of information and issues affecting their practice. In this way, we hope that together we are investing in the development of a stronger, more informed, and ultimately more effectively engaged profession that can continue to celebrate exciting accomplishments and contributions year after year.

OSOT's Accountability Framework for Success

The Board of Directors' accountability to five success factors deemed critical to the achievement of the Society's vision assures members that resources and attention are directed strategically.

Exhibit Strategic Leadership
Employ Innovative Partnerships
Build an Engaged Membership
Provide Member-Focused Services
Use Resources Wisely

Investing in a strong future...

Exhibiting Strategic Leadership

A critical success factor, strategic leadership is a cornerstone of the Society's commitment to be a strong and effective organization that provides *vision, voice and value for Ontario occupational therapists*. To reflect upon and enhance the Board the Directors' leadership framework, a Governance Retreat was hosted in 2008 which resulted in a number of recommendations to restructure the Board and to develop new policies that would support and enable the Board to function in a more policy governance framework. The Society had outgrown its structure of functional roles for Board Directors and lines between staff and volunteer roles had become blurred. Coupled with a review of staffing needs, it was timely to advance a governance review. Members saw the tangible outcomes of this important work in substantial by-law amendments proposed to and approved by membership in September 2008. Embracing a modified Policy Governance® approach, the new structure more clearly empowers staff with the operations of the Board's plans and frees Board Directors to do "Board work". Revised policy structure and content to align with the new governance model is underway. This work represents a significant investment in the Society itself. That the organization has matured to enable more strategic governance approaches is worthy of celebration as is the accomplishment of both staffing and governance restructuring plans that lay foundations for a strong organizational future that positions OSOT well to meet the ever-changing demands and needs of its members.

Employing Innovative Partnerships

OSOT is an active participant in over 10 partnership organizations or collaborative ventures. These position the Society for increased visibility of the profession, collaboration with other health professions or organizations with shared values or, in several cases, funding for joint ventures that are important to the Society. Partnerships are good examples of investing for future strength! Advocacy to Ontario's auto insurance sector, Community Care Access Centre system and the Workplace Insurance & Safety Board is augmented and reinforced by work in coalitions. Research project partnerships such as that with McMaster University to develop an OT Exam Preparation Program for international OT graduates or OSOT's support to Queens University partners exploring rehab in Family Health Teams have been both exciting development ventures and successful recipients of government funding. OSOT has worked collaboratively with partner associations supported by the Allied Health Professional Development Fund of HealthForceOntario to advocate for a second year of increased professional development funding for members and for the development of an Electronic Health Library accessible to all members to support evidence based practice. The province's OT leadership triumvirate – the OT Ontario Collaborative is a developing professional resource. OSOT has advocated that together OTOC should undertake its own self directed review of the profession's scope of practice.

OSOT Membership 2007 – 2008

Total Membership	3075	Practising In Hospitals/Institutions	39%
Practising Full-time	1816	Practising in the Community	50%
Practising Part-time	508	Practising in Other Settings	11%
Not Practising	153	Working with Children	1513
New Graduates	145	Working with Adults	1820
Student Members	439	Working with Seniors	1096
Associate Members	8	Working in Private Sector	39%
Life Members	6	Working in Public Sector	61%

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Building an Engaged Membership

Membership growth continues to be a strategic priority. Initiatives to build OSOT's strength in numbers and resources are a sound investment in a strong future. The 9% growth in membership over 2006/7 is a gratifying indication that strategic initiatives to retain members and to attract new graduates and OT students are succeeding. Introduction of online membership registration was well supported by over 70% of members in the first year. OSOT is increasingly delivering services and resources through web-based technology. This affords a currency of communications that enables members to be quickly apprised of issues, opportunities and information related to their practice. This is an investment in building an engaged membership! Professional development events and regional forums have been catalysts for vibrant membership interaction and underline the value members place on facilitation of professional networking. In the province's regionalized health system, the need for increased regional interaction of occupational therapists is a challenge identified for attention in the coming year. One of the Society's greatest strengths is a vibrant volunteer base. New strategies to match member interests to project needs and to orient and recognize volunteers has been an investment in developing a strong human resource pool to complement a growing staff.

Providing Member - Focused Services

A commitment to effectively deliver upon membership's expectations for strong representation, advocacy, professional promotion and practice support was the drive behind the Society's staffing optimization review and the Board of Directors' commitment to increase staff resources by 40% in the year ahead. Feedback to a membership satisfaction survey identified high levels of satisfaction with existing OSOT services and new resources including a web based practice resource for return to work and development of a reflective practice resource on assessment of attendant care needs. Also identified, were a range of additional services and opportunities to support members, particularly in the area of communications to support clinical practice. As the Board anticipates strategic planning in the coming year, this important membership consultation will provide a foundation for future direction setting.

Using Resources Wisely

The past year has witnessed transition in the Society's longstanding and stable staff team which has created need for investment in renewal and development of our human resources. Membership growth, a successful Conference 2008 and other professional development initiatives, contributed to increased financial revenues in 2007 – 8. This coupled with expenditure savings results in a healthy reserve at year end that will enable commitment to implementation of the staffing optimization plan in 2008 – 9, including access to government relations consultation and more substantial investment in professional development and communications initiatives.

OSOT Board of Directors 2007 - 2008

OSOT Staff Team

Executive Director

Christie Brenchley

Director Professional Development

Jill Stier to December 2007

Member Services Coordinator

Tara Maginn to September 2008

Administrative Assistant

Melissa Weigel/Stephanie Conover

President

Rosemary Lysaght

Vice-President Secretary

Laurie Macdonald

Treasurer

Marta Kedziorek

Director Education

Andrea Thompson

Director Member Services

Mary Beth Bezzina

Director Professional Issues

Iona MacRitchie

Director Professional Promotion

Christie Hamel/Vera Bakaleinikova

Director Regional Affairs

Danielle Carile

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Financials

STATEMENT OF FINANCIAL POSITION AS AT SEPTEMBER 30, 2008

	2008	2007
ASSETS		
Current Assets		
Cash	\$ 338,518	\$ 197,550
Marketable Securities	416,049	428,158
Accounts Receivable	11,906	18,707
Prepaid Expenses	<u>9,171</u>	<u>7,197</u>
	\$ 775,644	\$ 651,612
LIABILITIES & NET ASSETS		
Current Liabilities		
Accounts Payable & Accrued Liabilities	\$ 4,922	\$ 21,250
Prepaid Membership & Insurance Fees	<u>280,546</u>	249,796
	285,468	271,046
Net Assets		
Reserve Fund	168,000	168,000
Designated		3,152
Undesignated	<u>322,176</u>	<u>209,414</u>
	<u>490,176</u>	<u>380,566</u>
	\$ 775,644	\$ 651,612

A complete set of audited financial statements for the year ended September 30, 2008 as prepared by Cowperthwaite Mehta, Chartered Accountants, is available upon request from the OSOT Office.

STATEMENT OF OPERATIONS AND NET ASSETS FOR THE YEAR ENDED SEPTEMBER 30, 2008

	2008	2007
REVENUE		
Membership dues	\$ 427,868	\$ 398,977
Conferences & Workshops	116,642	88,142
Website & Other Advertising	24,470	22,657
Investment Income	24,793	12,361
LMS ProLink Contract	11,140	10,835
Employment grant (SEED) & other	5,126	5,984
Public relations/resource sales	<u>2,008</u>	<u>1,479</u>
	\$ 612,047	\$ 540,435
EXPENSES		
Personnel	206,197	269,757
Office and Administration	147,102	123,443
Governance	22,925	23,498
Member Services Direct Costs		
Conferences & Workshops	93,850	71,629
Special Projects	15,263	26,022
Legal Advisory Service	7,035	7,565
Region & Portfolio Services	3,420	2,346
Other Member Services	<u>6,645</u>	<u>3,848</u>
	\$ 502,437	\$ 528,108
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	109,610	12,327
Net assets, beginning of year	380,566	368,239
NET ASSETS, END OF YEAR	\$ 490,176	\$ 380,566