



# 2024/2025 Annual Report

Building Trust Through  
Inclusive Participation



College of Respiratory  
Therapists of Ontario

Ordre des thérapeutes  
respiratoires de l'Ontario

CRTO.ON.CA



# Land Acknowledgment

We would like to acknowledge the Indigenous Peoples of all the lands that we are on today, the traditional and unceded lands of the Anishinaabe peoples, and the people who have and do reside here.

As we present this Annual Report, it is crucial to take a moment to acknowledge the importance of the land which we each call home. We do this to reaffirm our commitment and our responsibility to improve relationships between nations and to improve our own understanding of local Indigenous peoples and their cultures.

From coast to coast to coast, we wish to acknowledge the ancestral and unceded territory of all the Inuit, Métis, and First Nations people that call this nation home.



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## **2024/2025 Financial Summary**

Highlights from the audited financial statements and fiscal stewardship.

# Message from the Registrar and CEO



On behalf of Council, Committees and staff, we are pleased to present our 2024/2025 Annual Report for the College of Respiratory Therapists of Ontario (Cрто). The theme this year is **Building Trust Through Inclusive Participation**.

Trust in healthcare isn't just a nice-to-have; it's everything. Patients and their family members need to trust the Respiratory Therapist (RT) providing their care. The RT, in turn, needs to trust that their employer is acting in their best interest. As the regulator for the respiratory therapy profession, it is essential that we have the trust of both the RTs and the patients they care for. However, we all know that trust can be hard to gain and easy to lose. How do we build and maintain that trust?

Inclusive participation means that all those impacted by decisions should not only be represented but also have an awareness of the decision-making process. It means Cрто must make a conscious and concerted effort to ensure all its stakeholders (patients, patient's family members, RTs, Cрто Council and Committee members, the provincial government, other health regulators, RT professional associations, etc.) have easy access to information and an opportunity to be heard. This begins by being as transparent as possible by making our Council meeting material, policies, reports, financial statements, (and much more) publicly available on our website. It means having our contact information freely available and urging anyone seeking assistance and/or understanding to contact us directly.

When we make changes to regulations, policies, practice guidelines and the like, we seek the input of our Members and other stakeholders through online consultations. But for participation to be truly inclusive, it needs to go beyond mere consultation done at a distance.



Meaningful involvement requires a person-to-person exchange of ideas from a wide range of perspectives. Diverse voices at the table help ensure that the decisions made are well thought out, equitable and effective. RTs practising in Ontario have a number of opportunities to engage with the CRTO, such as:

- Requesting CRTO staff meet with your team (in-person or virtually).
- Running for a seat on Council.
- Requesting an appointment with a CRTO Committee.
- Volunteering to become a PORTfolio® Reviewer or an Internationally Educated Healthcare Professional (IEHP) Assessor.
- Lending their time to a special working group.

The CRTO and Respiratory Therapy Society of Ontario (RTSO) recently put out a call for its Members to participate in a working group that will be helping to develop a submission to the Ontario Ministry of Health to expand the scope of practice of respiratory therapy. The response received was amazing, and we thank each and every RTs who put their name forward. However, even those not on this working group will have plenty of opportunities to help shape the future of the profession as we move forward with this project.

Please stay tuned and stay engaged.

*Carole Hamp, RRT*

Registrar and CEO



**Building Trust Through Inclusive Participation**

# Message from the President



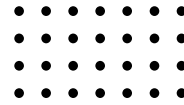
Serving as Council President of the College of Respiratory Therapists of Ontario continues to be both a deeply rewarding and transformative experience. I have the privilege of working alongside a dedicated and diverse group of Respiratory Therapists, public members, and committee representatives, each committed to protecting the public interest and upholding the highest standards of respiratory therapy in Ontario.

In collaboration with the incredible staff at the CRTO, I have led the Board through numerous change initiatives, governance modernization efforts, and strategic collaborations to enhance regulatory effectiveness. It has also been a distinct honour to represent the CRTO alongside the Registrar on the National Alliance of Respiratory Therapy Regulatory Bodies, working with Registrars and Board Presidents from across the country on key national regulatory issues affecting the RT profession.

This role continues to strengthen my leadership, consensus-building, and policy oversight skills and reaffirms my belief in the importance of strong, transparent, and accountable governance within the healthcare regulatory sector.

*Lindsay Martinek, RRT*  
Council President

# About CROTO



## About CROTO

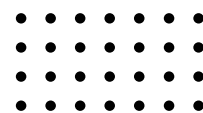
The CROTO is one of 26 health regulatory bodies established by the Regulated Health Professions Act, 1991. With a duty to serve and protect the public interest, the CROTO:

- Develops, establishes and maintains (i) the entry-to-practice requirements for becoming a Respiratory Therapist, (ii) the practice standards required of all RTs when providing care, and (iii) the professional ethics standards for our Members;
- Receives and investigates complaints about our Members to ensure that those practice standards are maintained and that patients receive the quality of care that they expect and deserve;
- Facilitates continuing education and professional development in our Members to ensure ongoing quality of practice as they respond to evolving patient and system needs, changes in the practice environment, and advances in technology;
- Provides information about our Members to the public, allowing them to make informed choices about who provides their health care; and
- Operates in an open and transparent fashion, allowing members of the public to see how decisions are made and to better understand the impact on their care.

## Mandate

The College of Respiratory Therapists of Ontario, through its administration of the Regulated Health Professions Act and the Respiratory Therapy Act is dedicated to ensuring that respiratory care services provided to the public by its Members are delivered in a safe and ethical manner.

# Council & Committees



Council and Committee Members as of February 28, 2025

## Council

The CROTO Council consists of elected Respiratory Therapists and government-appointed public members collaborating to oversee the governance of the College of Respiratory Therapists of Ontario and to set overall policy direction for the CROTO.

### Elected Members

Lindsay Martinek RRT  
(President)  
Allison Chadwick RRT  
Jeffrey Dionne RRT  
Sandy Fodey RRT

Jennifer Gadioma RRT  
Sam Gennidakis RRT  
Sheena Lykke RRT  
Kelly Munoz RRT  
Laura Van Bommel RRT

### Public Members

Kim Morris (Vice-President)  
Carrie Dyson  
Carmine Francella  
Jeffrey Schiller  
Pappur Shankar

## Committees

Committees play a crucial role in advancing the CROTO's mandate of regulating the respiratory therapy profession in the public interest. They support the work of the Council and help to carry out the core functions of the CROTO. The CROTO has seven (7) statutory Committees whose functions are defined under the Regulated Health Professions Act, 1991 (RHPA). The CROTO may also establish non-statutory committees such as the Finance and Audit Committee. The committees are composed of Council members and appointed Professional and Public Committee Members.

### Professional Committee Appointees & Members

Tracy Bradley RRT  
Laura Dahmann RRT  
Winston Fung, RRT  
Aaron Giba RRT  
Ginette Greffe-Laliberte RRT  
Antonio Guglietti RRT  
Patricia Harris RRT  
Katherine Lalonde, RRT  
Ginny Martins RRT  
Angela Lynn Miller RRT  
Travis Murphy RRT

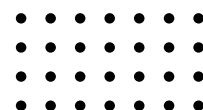
### Public Committee Appointees

Michelle Causton  
Derek Clark



# Committee

## List Committee Members as of February 28, 2025



### Executive Committee

Lindsay Martinek RRT (Chair)  
Kim Morris (Vice-Chair)  
Jeffrey Dionne RRT  
Kelly Munoz RRT  
Jeffrey Schiller

### Inquiries, Complaints and Reports Committee

Kim Morris (Chair)  
Kelly Munoz RRT (Vice-Chair)  
Michelle Causton  
Allison Chadwick RRT  
Laura Dahmann RRT  
Carmine Francella  
Jennifer Gadioma RRT

Katherine Lalonde RRT  
Sheena Lykke RRT  
Lindsay Martinek RRT  
Ginny Martins RRT  
Travis Murphy RRT  
Jeffrey Schiller  
Laura Van Bommel RRT

### Fitness to Practise Committee

Tracy Bradley RRT (Chair)  
Sandy Fodey RRT (Vice-Chair)  
Derek Clark  
Carrie Dyson  
Winston Fung RRT  
Sam Gennidakis RRT  
Aaron Giba RRT  
Ginette Greffe-Laliberté RRT  
Antonio Guglietti RRT  
Angela Lynn Miller RRT  
Kim Morris  
Pappur Shankar

### Registration Committee

Kelly Munoz RRT (Chair)  
Tracy Bradley RRT (Vice-Chair)  
Michelle Causton  
Allison Chadwick RRT  
Jeffrey Dionne RRT  
Carrie Dyson  
Sandy Fodey RRT

Carmine Francella  
Jennifer Gadioma RRT  
Sam Gennidakis RRT  
Aaron Giba RRT  
Ginny Martins RRT  
Kim Morris  
Laura Van Bommel RRT

### Quality Assurance Committee

Laura Dahmann RRT (Chair)  
Jeffrey Dionne RRT (Vice-Chair)  
Carrie Dyson  
Sandy Fodey RRT  
Antonio Guglietti RRT

Katherine Lalonde RRT  
Sheena Lykke RRT  
Angela Lynn Miller RRT  
Travis Murphy RRT  
Jeffrey Schiller

### Discipline Committee

Tracy Bradley RRT (Chair)  
Sandy Fodey RRT (Vice-Chair)  
Derek Clark  
Carrie Dyson  
Winston Fung RRT  
Sam Gennidakis RRT  
Aaron Giba RRT  
Ginette Greffe-Laliberté RRT  
Antonio Guglietti RRT  
Angela Lynn Miller RRT  
Kim Morris  
Pappur Shankar

### Patient Relations Committee

Katherine Lalonde RRT (Chair)  
Ginette Greffe-Laliberté RRT (Vice-Chair)  
Allison Chadwick RRT  
Derek Clark

Winston Fung RRT  
Jennifer Gadioma RRT  
Sam Gennidakis RRT  
Patricia Harris RRT  
Pappur Shankar

### Finance and Audit Committee

Michelle Causton (Chair)  
Lindsay Martinek RRT (Vice-Chair)  
Carmine Francella

Patricia Harris RRT  
Sheena Lykke RRT  
Pappur Shankar  
Laura Van Bommel RRT

# Strategic Direction & Key Priorities 2021 to 2025

## MEMBER ENGAGEMENT



- Alignment of policies and processes with Right-Touch Regulation principles.
- Transparent, objective, impartial and fair business practices.
- Accessible and timely communication.

## GOVERNANCE & ACCOUNTABILITY



- A highly competent and effective Council.
- Independent, evidence-informed & transparent decision-making processes.
- An ongoing commitment to performance improvement.

## ENHANCING PROFESSIONALISM



- Policies, Standards of Practice and Practice Guidelines based on the best available evidence.
- The application of risk-based regulation.

## HEALTHCARE COMMUNITY



- Actively seeking collaborative opportunities with other health regulatory Colleges and System Partners.
- Engaging with System Partners to enhance quality patient care.

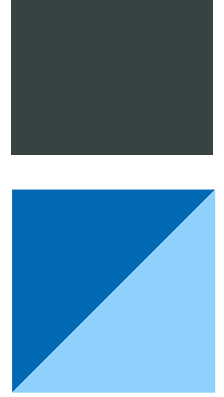
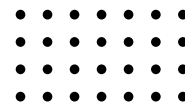
## CORE BUSINESS PRACTICE



- Clear financial alignment with strategic priorities.
- Embedding the principles of diversity, equity & inclusion in CRO processes.
- A comprehensive Risk Management Framework.

# CERTO by the Numbers

March 1, 2024 –  
February 28, 2025



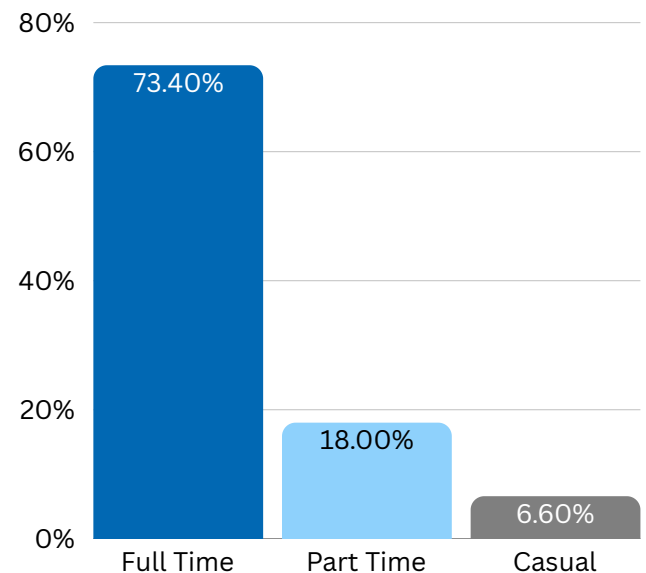
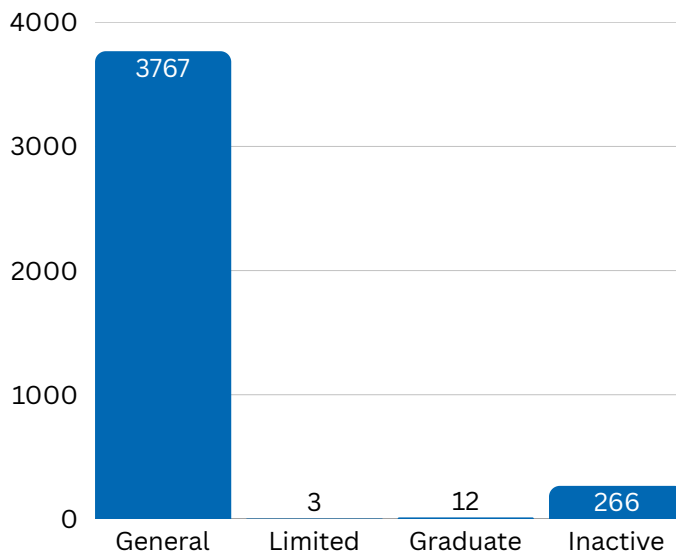
## Total Members

# 4,048

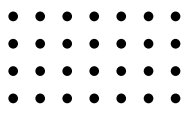
### EMPLOYMENT STATUS



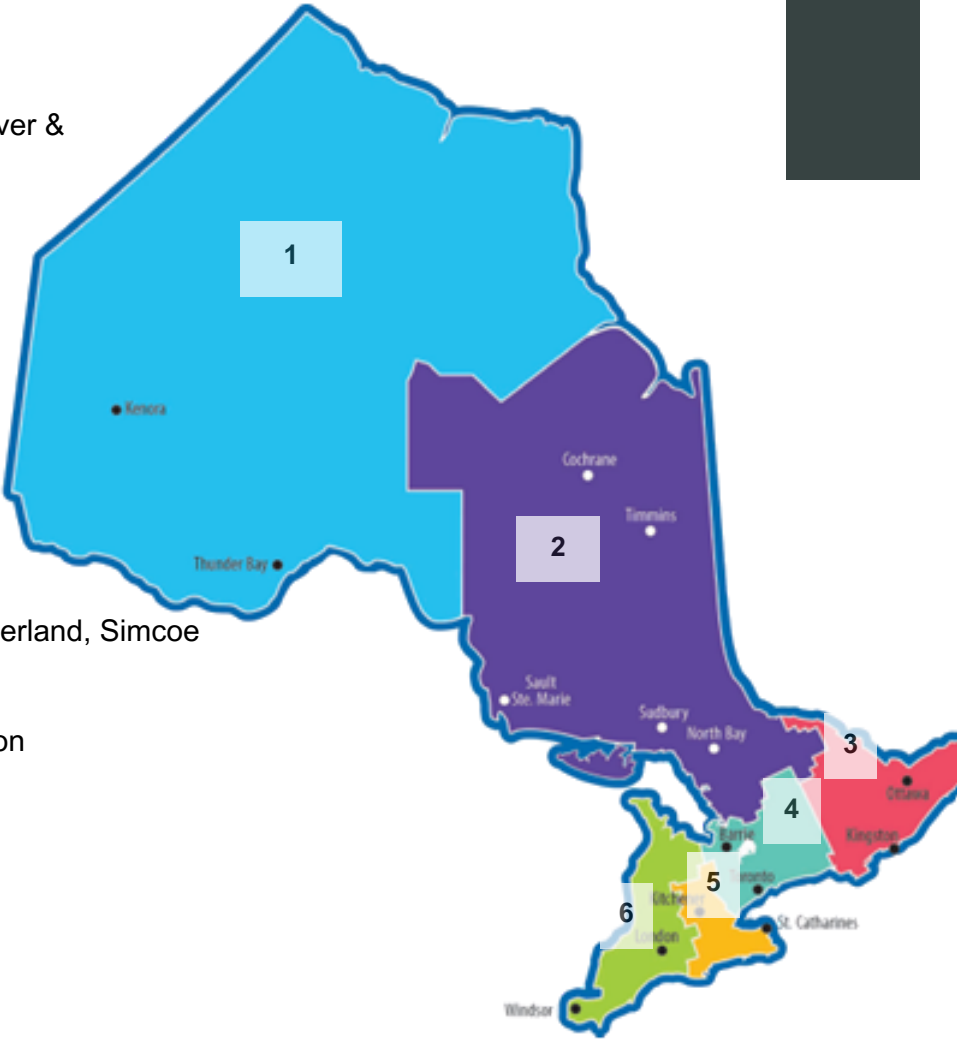
Based on primary employer of General, Graduate and Limited Members



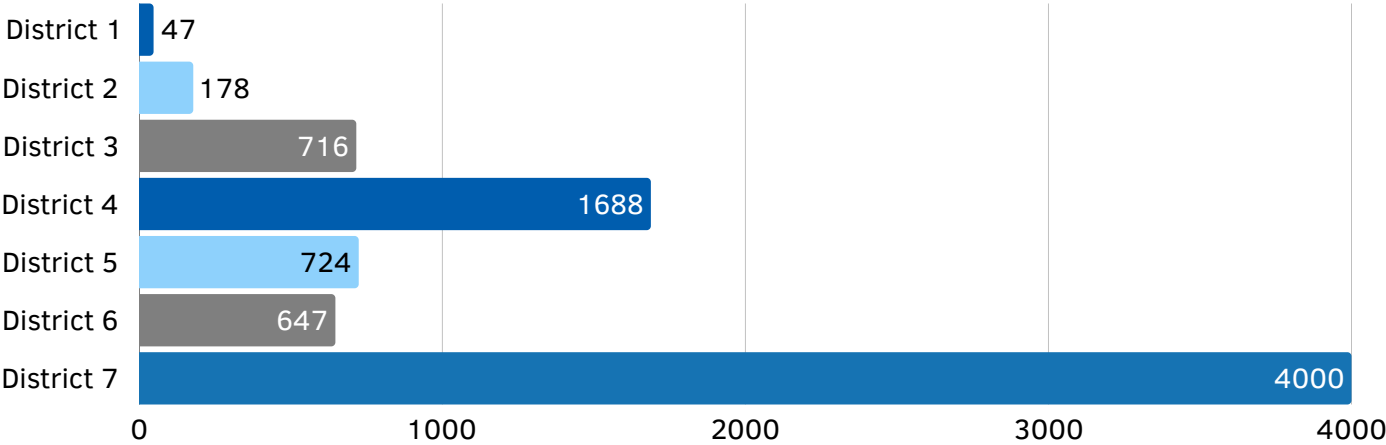
# Electoral Districts & Election Dates



- District 1: October 2027 election  
Territorial Districts of Kenora, Rainy River & Thunder Bay
- District 2: October 2027 election  
Muskoka, Nipissing, North Bay Area, Sudbury
- District 3: October 2026 election  
Ottawa-Carlton, Renfrew, Hastings
- District 4: October 2026 election  
Greater Toronto, Haliburton, Northumberland, Simcoe
- District 5: October 2027 election  
Hamilton, Kitchener, Niagara, Wellington
- District 6: October 2026 election  
Bruce, Essex, Huron, Middlesex
- District 7: October 2027 election  
Academic, Whole Province of Ontario

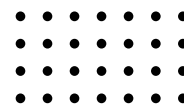


## Number of RTs by Electoral District

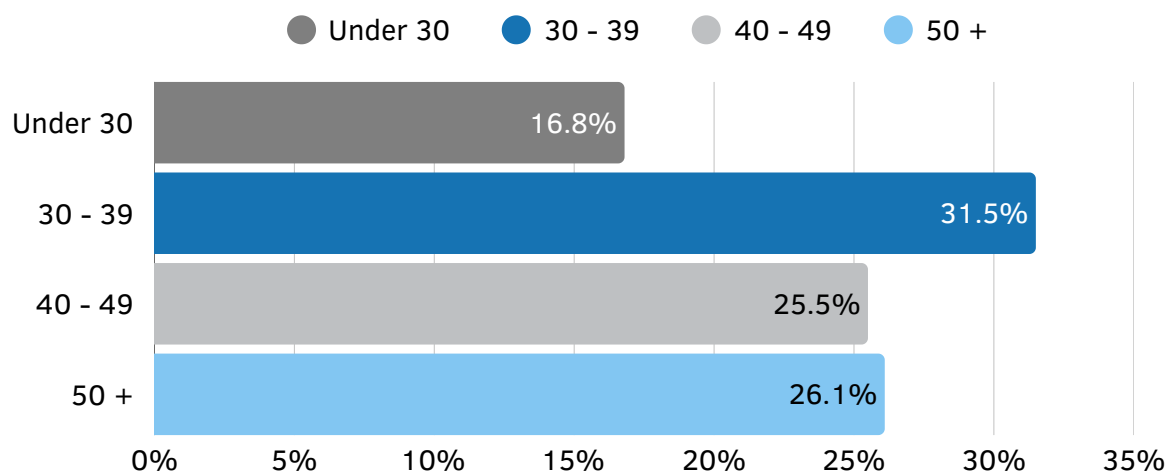


Note: 48 CRTO Members reside outside Ontario and are not included in voting districts.

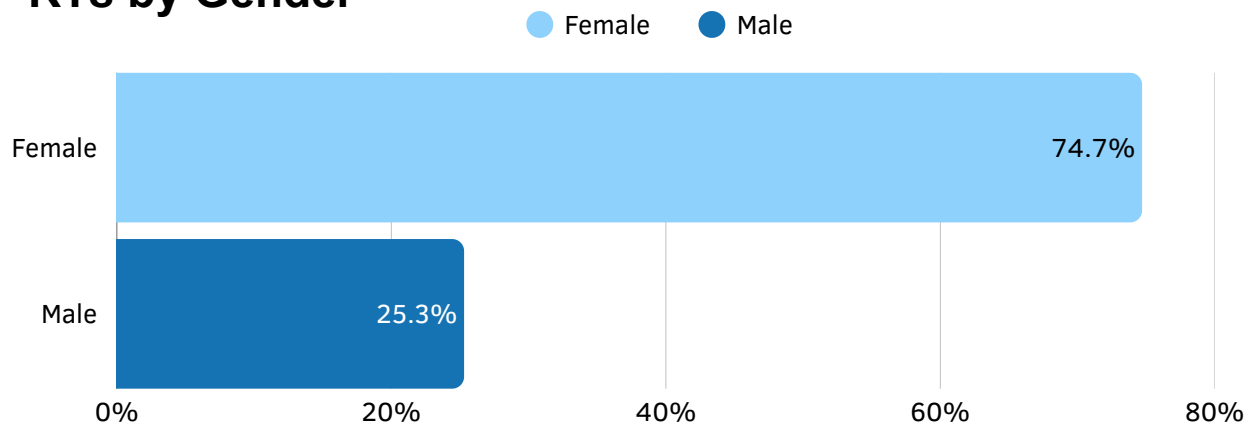
# Membership



## RTs by Age



## RTs by Gender

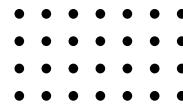


**Who Are  
Ontario's RTs?**

A LOOK AT AGE AND  
GENDER DISTRIBUTION



# Executive Committee



## Report

Lindsay Martinek RRT (Chair)

### Mandate

The Executive Committee acts on behalf of the CRTO Council and is accountable to Council for the decisions and actions it takes. It has all the powers of Council between Council meetings except for making, amending, or revoking by-laws or regulations.

**Key Activities of the Executive Committee** in 2024/2025 focused on inclusive participation through active engagement, transparency and accountability:

- Ensuring the 2023/2024 Audit Findings, as well as the quarterly financial statements and investment portfolio, are publicly accessible on the CRTO website.
- Conducting an annual review of the Auditor's performance and making a recommendation to Council to retain Grewal-Guyatt LLP for the next fiscal year.
- Reaching out to CRTO Members to encourage participation in the 2024 elections in districts 1, 2, 5 and 7. Five RT candidates put their names forward for the available seats on Council. We congratulate these new Professional Council Members and wish to extend our thanks to all those who participated in the nomination process. The next election is in 2026 for districts 3, 4 and 6.
- Conducting an annual membership fee review and making a recommendation to Council not to increase fees for the next fiscal year.
- Appointing by consensus the Professional and Public Council and Committee members to the various statutory and non-statutory committees.



## Key Activities

FOCUSED ON INCLUSIVE  
PARTICIPATION

# Patient Relations (PRC) Committee

## Report

Katherine Lalonde RRT (Chair)

### Mandate

The Patient Relations Committee (PRC) is responsible for overseeing the CRTO's Patient Relations Program. This includes implementing measures to prevent and address the sexual abuse of patients by CRTO Members, as well as administering funding for therapy and counselling for individuals who have been sexually abused by a Member.

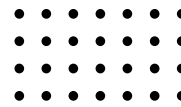
Beyond this mandate, the PRC also seeks to enhance the publics' and Members' understanding of the CRTO's processes, such as the complaints and investigations procedures, by gathering feedback and identifying opportunities for improvement.

### Key Activities of the PRC Committee in 2024/2025:

- **Implementation of a New Feedback Survey:** The PRC developed and launched a new Feedback Survey designed for Complainants, Patients, and Members. The goal is to better understand the experiences of those navigating the CRTO's Complaints and Reports investigation process. This initiative aims to:
  - Gather actionable insights to inform process improvements;
  - Enhance transparency and accessibility for the public; and
  - Ensure Members clearly understand their rights and responsibilities during investigations.Survey results are reviewed at every PRC meeting, with data used to support continuous improvement within the Professional Conduct program.
- **Advancing the CRTO's Diversity, Equity & Inclusion (DEI) Plan:** The PRC continues to support the implementation of the CRTO's DEI Plan, developed in collaboration with Canadian Equity Consulting (CEC). Key activities include:
  - **Monitoring Key Performance Indicators (KPIs):** The PRC tracks DEI-related KPIs and reports on these metrics through the CRTO's quarterly Strategic Direction updates.
  - **Regular Council Reporting:** Council receives ongoing updates on DEI initiatives, including their objectives and outcomes. Progress is summarized in the Strategic Plan Progress Tracking Report presented at each Council meeting.

These efforts reflect CRTO's commitment to an inclusive, respectful regulatory environment.

# Registration Committee



## Report

Kelly Munoz RRT (Chair)

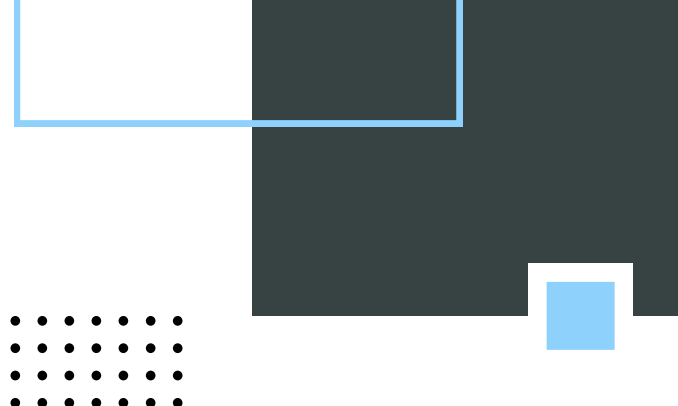
### Mandate

The Registration Committee (RC) is mandated to ensure that individuals applying for registration meet the requirements set out in the Registration Regulation (Ontario Regulation 596/94, Part VIII) and CRTO policies, and that they demonstrate the necessary competency to practise the profession safely and effectively. To fulfill this mandate, the RC develops and applies transparent, risk-based policies and decision-making frameworks that uphold fairness, consistency, and best practices in registration.

A key aspect of the RC's mandate is to promote trust and transparency. Involving stakeholders in consultations during policy development reflects the RC's commitment to fairness and accountability. This approach enhances public confidence and ensures that a diverse range of perspectives is taken into account in the CRTO's registration processes.

### Key activities of the Registration Committee in 2024/2025:

- Reviewed and oversaw the implementation of the new Registration Regulation (Ontario Regulation 596/94, PART VIII). This included drafting revisions to the following registration policies:
  - Applications for Registration or Reinstatement - Currency
  - Approval of Canadian Education Programs
  - Graduate Certificate of Registration
  - Emergency Registration
  - Entry-to-Practice Assessment
  - Entry-to-Practice Assessment – Appeal
  - Entry-to-Practice Exam
- Established the Vulnerable Sector Checks Policy – As of September 1, 2024, the CRTO implemented a new VSC registration requirement. This initiative is part of the CRTO's ongoing commitment to ensuring the safety and well-being of the communities that RTs serve.



- In addition to the polices reviewed under the new Registration Regulation, the RC also revised three registration policies in accordance with the CRTO’s Policy Framework:
  - Language Proficiency Requirement
  - Application for Registration Document Requirements
  - Labour Mobility
- Monitored the Respiratory Therapy education programs’ accreditation status.
- Reviewed and subsequently recommended that Council approve the revised Registration and Use of Title Professional Practice Guideline and the Certification Programs for Advanced Prescribed Procedures Below the Dermis Professional Practice Guideline to reflect the recent regulatory amendments, in particular, the Emergency Class of Registration, new currency requirements and the “As of Right” exemption.
- Reviewed and approved five certification programs for advanced prescribed procedures below the dermis.
- Two appeals to the Health Professions Appeal and Review Board (HPARB) – The HPARB is an independent body established by provincial legislation to oversee the accountability of health regulatory colleges like the CRTO. It ensures that the CRTO’s processes are fair, equitable, and objective. During the year reported, two appeals were made to HPARB. In one case, the applicant withdrew their appeal, while the other appeal is still ongoing.

## Referrals from the Registrar 20

10

### ENTRY-TO-PRACTICE REFERRALS

INTERNATIONALLY  
EDUCATED APPLICANTS  
WHO COMPLETED CRTO’S  
ENTRY-TO-PRACTICE  
ASSESSMENT

3

### RATIFY THE REGISTRAR’S OFFER

REVIEWED REGISTRAR’S  
OFFER TO ISSUE 3  
CONDITIONAL  
CERTIFICATES OF  
REGISTRATION

2

### CURRENCY REFERRALS

APPLICANTS WHO HAVE  
NOT BEEN PRACTICING  
RESPIRATORY THERAPY IN  
THE LAST 2 YEARS BEFORE  
APPLYING TO THE CRTO

5

### TERMS, CONDITIONS & LIMITATIONS (TCLS) CHANGE APPLICATIONS

APPLICANTS REQUESTING  
CHANGES TO TERMS,  
CONDITIONS, OR LIMITATIONS  
ON THEIR CERTIFICATE OF  
REGISTRATION

# Quality Assurance Committee

## Report

Laura Dahmann RRT (Chair)

### Mandate

The Quality Assurance Committee develops, establishes, and maintains the Professional Development Program (PDP), promoting Members' continuing competence and quality improvement.

### Key Activities of the Quality Assurance Committee in 2024/2025:

QAC reviewed and approved a change to the PDP policy to enforce a penalty for all QA late submissions who reach the second notice date.

Professional Practice Guidelines (PPG) Revised/Approved During the Fiscal Year:

- Certification Programs for Advanced Prescribed Procedures Below the Dermis PPG
- RTs as Anesthesia Assistants PPG
- Orders for Medical Care PPG
- Registration and Use of Title PPG

QA Requirements:

- Launch RT Jurisprudence Assessment is completed by new or recently reinstated Members.
- Relevant eLearning Module is completed annually by all Members.
- Portfolio Online for Respiratory Therapists (PORTfolio<sup>OM</sup>) must be maintained by all Members on an ongoing basis, with submission for peer review up to once every five years.
- Specified Continuing Education or Remediation Program (SCERP) / Practice Assessment in specific instances.

Professional Practice Guideline Revisions Planned for 2025:

- Community Respiratory Therapy Practice
- Commitment to Ethical Practice



## Current Projects

- Full review of the Professional Development Program
- Scope of Practice Review (in partnership with RTSO)
- Targeted social media posts addressing RelevantT 2025 survey topics/questions
- Review of Launch Jurisprudence Exam, including data on unsuccessful attempts by school and least understood topics. Second-year presentations offered to all Ontario RT schools for Fall/Winter 2025
- Review of IEHP clinical skills scenarios with a focus group of current Assessors
- Data collection on Portfolios requiring additional coaching, including Member demographics and practice length
- Feedback survey for RTs completing coaching sessions to assess effectiveness

## Launch 2024

Launch  
Completed

224

Under 70%  
score

45

SCERPs

Below benchmark x2

0

## PORTfolio 2024

Members  
selected

701

Deferred  
submission

19

Peer Coaching  
Required

19

No  
submission

6

## Relevant 2024

Completed  
Members

3,541

Incomplete  
by Deadline

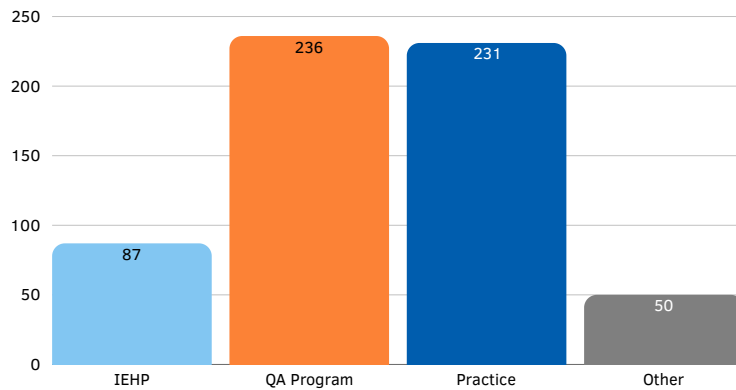
363



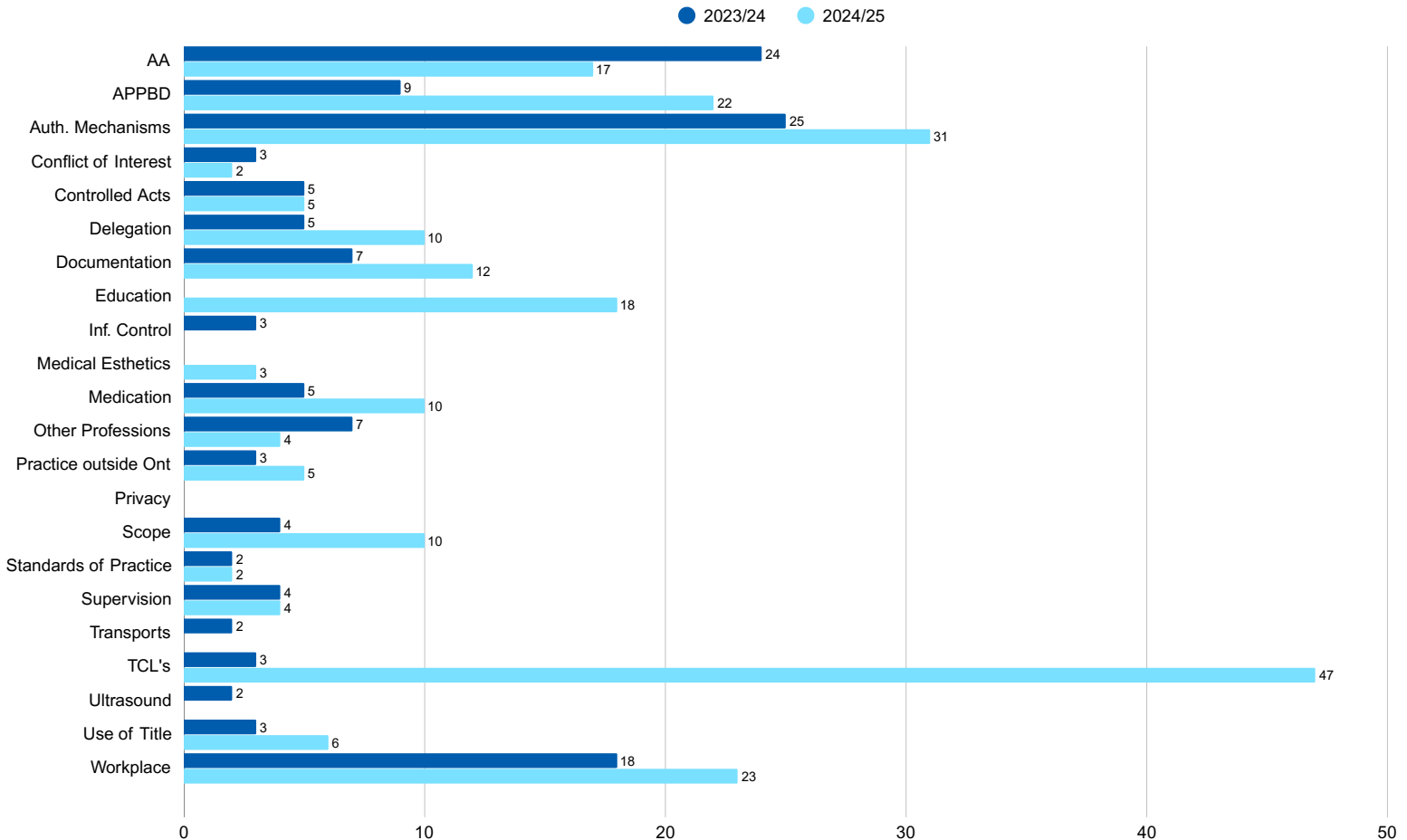
## Risk Based Practice

See current projects. Relevant topics derived from 2024 practice inquiries by theme.

- Practice
- IEHP
- QA Program
- Other



## Practice Inquiries



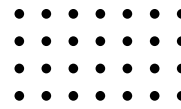
TOTAL NUMBER OF  
INQUIRIES RECEIVED

604

QUALITY PRACTICE OUTREACH  
System Partner Meetings/Presentations

44

# Inquiries, Complaints & Reports Committee



## Report

Kim Morris (Chair)

### Mandate

The Inquiries, Complaints and Reports Committee (ICRC) reviews complaints and reports related to the conduct of Respiratory Therapists that have been brought to the CRTO by members of the public, employers, or other healthcare providers.

### Key Activities of the ICRC Committee in 2024/2025:

- The Professional Conduct Team conducted an environmental survey and revised the ICRC Risk Assessment Tool to better assist the ICRC at arriving at risk informed dispositions.
- The Professional Conduct team developed a system partner feedback survey to allow the CRTO to gain a better understanding of participant's experiences with the CRTO process.
- The Professional Conduct team created a process and templates to allow for some complaints to be disposed of through an alternative dispute resolution process.
- The ICRC decision review and signing process was updated for greater clarity and efficiency.

Total Committee Meetings **24**

### Types of Meetings:

ICRC Orientation/  
Training Meeting

**1**

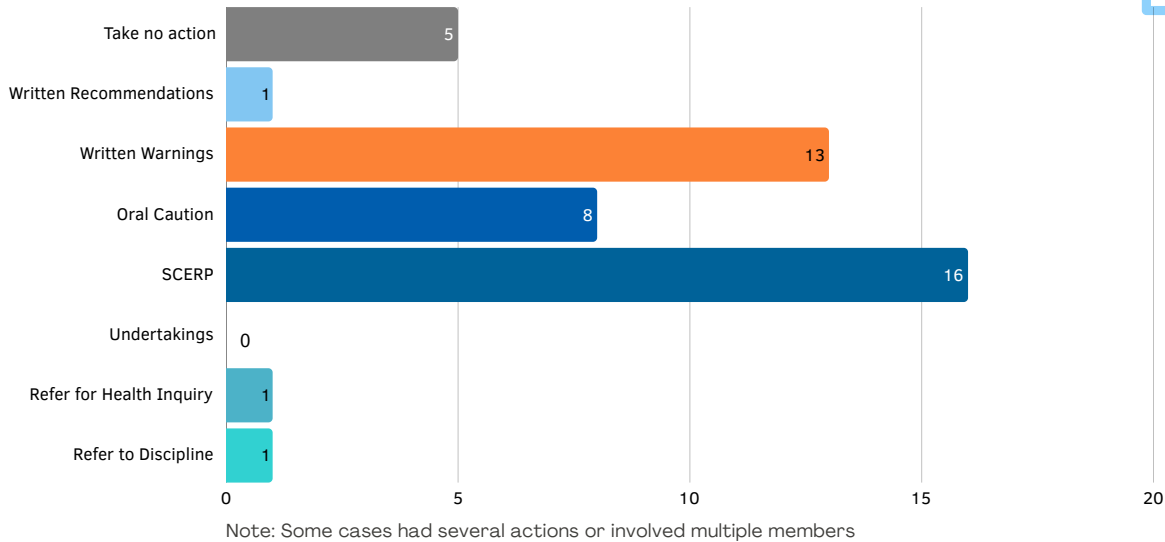
Meeting to Approve  
Investigators

**1**

Decision-making meetings  
on investigations

**22**

## Decisions Made by the ICRC



## Summary of New Matters

In 2024/2025, the CRTO received 57 new matters. Of those 57, 32 were addressed at the inquiry level via Registrar action, while 25 were referred to the ICRC. Currently the CRTO has 9 open inquiries, 3 open health inquiries and 22 ongoing investigations.

## Overview of New Matters

Of the 57 new matters, 17 matters related strictly to the competency of the Member, 33 related strictly to the conduct of the Member, 1 matter related to an illegal practitioner, 2 matters related to the Member's health, and 4 matters did not involve a regulatory issue.

In regards to the conduct matters, the areas of concern included fraud/breach of trust, privacy breaches, inappropriate communication, unprofessional conduct in a Member's personal life, failure to complete the requirements of the CRTO's Quality Assurance Program (QAC), failure to comply with an order of the ICRC, practising while unauthorized to practice, abandonment of shifts and time theft, and a lack of interprofessional collaboration and communication.

Of the matters relating to competency, the concerns included lacking the core competencies of the profession, inappropriate documentation and inadequate assessment and intervention.

## Concerns about RTs received through the following channels:

Complaints

3

Reports

38

QAC Referrals

14

ICRC Referrals

2

# Fitness to Practise Committee

## Report

Tracy Bradley RRT (Chair)

### Mandate

On referral from a Panel of the Inquiries, Complaints and Reports Committee, the Fitness to Practise Committee conducts hearings to determine whether a Member is incapacitated. In the interest of the public, sometimes a Member suffering from a physical or mental condition/disorder can no longer practise safely or must practise with restrictions. A Fitness to Practise hearing is generally closed to the public unless the Member requests otherwise.

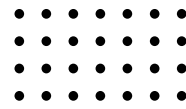
**NO  
REFERRALS**

This year there were no referrals to the Fitness to Practise Committee.

Policies  
Standards  
Compliance



# Discipline Committee



## Report

Tracy Bradley RRT (Chair)

### Mandate

Panels of the Discipline Committee are responsible for hearing and determining allegations of professional misconduct or incompetence referred by the Inquiries, Complaints and Reports Committee. Discipline hearings are open to the public and proceedings against a Member before the Discipline Committee panel are civil in nature. Based on submitted evidence, the panel must arrive at a decision and determine a penalty if there's a finding of guilt.

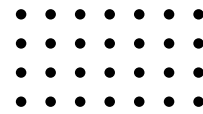
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In 2024/2025, the Discipline Committee received one referral. No Discipline hearings took place.



# Finance & Audit Committee



## Report

Michelle Causton (Chair)

The Finance and Audit Committee (FAC) is a non-statutory committee, and as such, is not bound by specific provisions of the Regulated Health Professions Act, 1991 (RHPA). However, in keeping with the CRTO's commitment to strong governance, the FAC conducts its work in accordance with the principles and expectations established for statutory committees under the RHPA.

The Committee reports directly to Council and adheres to the same structural and compositional standards as statutory committees, as outlined in the RHPA and the CRTO's By-Laws. This approach promotes transparency, accountability, and alignment with best practices in regulatory governance.

## Responsibilities and Accountability

The Finance and Audit Committee (FAC) plays a vital role in supporting the CRTO's financial integrity and accountability. The Committee assists in fulfilling the organization's oversight responsibilities in key areas including financial planning and reporting, external auditing, internal controls, investment management, and related policies. Its work is organized into two main areas: **Finance** and **Audit**.

### FINANCE

Provides strategic oversight and guidance on CRTO's financial health, investments, budgeting and major expenditures.

### AUDIT

Ensures accountability and transparency by overseeing the external audit process and safeguarding auditor independence.

## **Finance Responsibilities**

- Review the CRTO's quarterly unaudited financial statements and provide recommendations to Council.
- Monitor and report quarterly on the CRTO's investment portfolio and its management.
- Review the draft annual budget before it is presented to Council for approval.
- Advise Council on strategies to maintain the CRTO's not-for-profit status.
- Review and provide oversight of any expenditures exceeding \$30,000, in accordance with CRTO By-Laws.
- Provide guidance and recommendations to Council on financial matters, including special initiatives and projects.

## **Audit Responsibilities**

- Review and approve the external audit plan, including its scope, timeline, and associated fees.
- Ensure the external auditor remains independent from CRTO management.
- Monitor and assess the performance of the external auditor.
- Recommend Council approval of the audited financial statements, where appropriate.
- Recommend the appointment of an external audit firm to Council.
- Provide additional audit-related recommendations as requested by Council.

Through these responsibilities, the FAC helps ensure sound financial stewardship and effective governance of the CRTO's resources.



### Key Activities of the FAC Committee in 2024/2025:

Since its establishment in 2022, the Finance and Audit Committee (FAC) has met quarterly throughout the CRTO's fiscal year. This year, the FAC held additional meetings to support several special initiatives and projects. Below are some key highlights from the Committee's activities:

- **Membership Fee Review and Financial Risk Management:** The FAC conducted a thorough analysis of the CRTO's financial position, gathering and reviewing data to assess the need for a membership fee increase. The Committee presented its findings and recommendations to the Executive Committee and Council. By providing evidence-based insights, the FAC played a key role in ensuring the CRTO remains financially sustainable and capable of meeting its regulatory obligations.
- **Review and Update of the Reserves Policy:** As part of its annual review, the FAC evaluated the CRTO's Reserves Policy and made targeted adjustments to the funds held in reserve for specific projects. This allowed for the reallocation of additional funds to support the CRTO's operational needs.
- **Investment Portfolio Oversight:** The CRTO's new investment advisors met with the FAC to review the investment portfolio and strategy. The Committee provided feedback and requested that the advisors present the portfolio details and strategy directly to Council to support transparent decision-making.
- **Defined Benefit Pension Plan Funding:** The FAC oversaw research and developed funding requirements to support the introduction of a defined pension plan for CRTO staff. This strategic initiative strengthens the CRTO's ability to attract and retain skilled professionals, supporting the College's mandate to regulate the profession of Respiratory Therapy in the public interest.

MEMBERSHIP  
FEE REVIEW &  
FINANCIAL RISK  
MANAGEMENT

REVIEW AND  
UPDATE OF  
THE RESERVES  
POLICY

INVESTMENT  
PORTFOLIO  
OVERSIGHT

DEFINED  
BENEFIT  
PENSION PLAN  
FUNDING

# Summary Financial Statements



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## Report of the Independent Auditor on the Summary Financial Statements

To the Council of College of Respiratory Therapists of Ontario

### Opinion

The summary financial statements, which comprise the summary balance sheet as at February 28, 2025, and the summary statement of revenue and expenses for the year then ended are derived from the audited financial statements of College of Respiratory Therapists of Ontario (the "College") for the year ended February 28, 2025. In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with Canadian accounting standards for not-for-profit organizations, except that information in respect of changes in net assets and cash flows has not been presented and notes to the summary financial statements have not been prepared as further described in the Summary Financial Statements.

### Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of the College and the auditor's report thereon.

### The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated June 27, 2025.

### Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with Canadian accounting standards for not-for-profit organizations, except that information in respect of changes in net assets and cash flows has not been presented and notes to the summary financial statements have not been prepared.

### Auditor's Responsibility

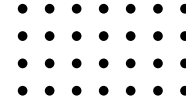
Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements.

A handwritten signature in black ink, appearing to read 'Grewal Guyatt LLP'.

Grewal Guyatt LLP  
Chartered Professional Accountants, Licensed Public Accountants  
Richmond Hill, Ontario June 27, 2025



# Summary Balance Sheet



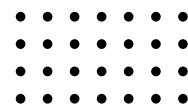
## COLLEGE OF RESPIRATORY THERAPISTS OF ONTARIO

Summary Balance Sheet  
As at February 28, 2025

	2025	2024
<b>Assets</b>		
Current assets		
Cash	\$ 2,330,398	\$ 2,056,898
Investments held for operating	605,592	658,568
Prepaid expenses	52,086	28,414
	2,988,076	2,743,880
Investments held for reserves	1,120,000	1,120,000
Capital assets	129,005	95,829
	\$ 4,237,081	\$ 3,959,709
<b>Liabilities</b>		
Current liabilities		
Accounts payable and accrued liabilities	\$ 109,857	\$ 105,591
Deferred revenue	2,391,275	2,337,076
Current portion of obligations under capital leases	5,951	11,646
	2,507,083	2,454,313
Obligations under capital leases	-	5,951
	2,507,083	2,460,264
<b>Net assets</b>		
Abuse therapy fund	20,000	20,000
General contingency reserve fund	500,000	500,000
General investigations and hearings fund	150,000	150,000
Special projects reserve	300,000	300,000
Fees stabilization reserve	150,000	150,000
Unrestricted - operating fund	609,998	379,445
	1,729,998	1,499,445
	\$ 4,237,081	\$ 3,959,709

Copies of the 2024/2025 complete audited financial statements are available on our website at [www.cрто.on.ca](http://www.cрто.on.ca) or on request from the Registrar at 416-591-7800.

# Summary Statement of Revenues & Expenses



## COLLEGE OF RESPIRATORY THERAPISTS OF ONTARIO

Summary Statement of Revenues and Expenses  
Year Ended February 28, 2025

	2025	2024
<b>Revenue</b>		
Registration and renewal fees	\$ 2,729,489	\$ 2,510,988
Investment income	282,734	183,043
Application fees	17,551	16,725
	<b>3,029,774</b>	<b>2,710,756</b>
<b>Operating expenses</b>		
Salaries and benefits	1,620,076	1,523,652
<b>Office operations</b>		
Professional fees	257,644	238,103
Occupancy	225,252	239,239
Bank and credit card charges	111,025	105,080
Cloud computing services	87,435	20,261
Quality assurance portfolio and standards	58,809	58,573
Information technology	100,190	93,982
Minor equipment and software purchases	53,799	55,426
Memberships, subscriptions and dues	50,101	76,331
Competency assessment	47,521	47,295
Staff travel	24,129	16,018
Amortization of capital assets	22,736	39,701
Telephone	19,658	19,867
Office and general	18,584	5,277
Insurance	9,075	4,687
Printing	3,685	1,048
Office supplies	2,533	7,907
Postage and delivery	1,813	1,096
Equipment maintenance and rental	729	4,655
Advertising and promotion	350	-
	<b>1,095,068</b>	<b>1,034,546</b>
<b>Council and committee</b>		
Travel, accommodation and meals	7,434	5,371
Per diem	47,298	43,450
Other meeting expenses	10,653	7,468
Education and training	18,692	9,425
	<b>84,077</b>	<b>65,714</b>
<b>Excess of revenues over expenses</b>	<b>\$ 230,553</b>	<b>\$ 86,844</b>

Copies of the 2024/2025 complete audited financial statements are available on our website at [www.cрто.on.ca](http://www.cрто.on.ca) or on request from the Registrar at 416-591-7800.



# 2024/2025 Annual Report

## FOR MORE INFORMATION



1-800-261-0528



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