

College of Physicians & Surgeons of Alberta  
**Income Statement**  
**Three Year Financial Budget**  
**2019-2021 Budget**

	2016	2017					
	ACT	ACT	2018BUDGET_FULL	2018 Q1 Forecast	2019BUDGET_FULL	2020BUDGET_FULL	2021BUDGET_FULL
<b>Revenues</b>							
Annual Fees	(19,716,850.28)	(22,145,900.83)	(22,944,556.00)	(22,822,981.69)	(23,452,240.00)	(23,793,240.00)	(24,140,240.00)
Levy for TPP	145,620.00	150,720.00	156,000.00	155,640.00	155,640.00	170,750.00	173,310.00
Registration	(852,766.65)	(889,590.06)	(875,800.00)	(771,480.00)	(779,480.00)	(795,000.00)	(802,900.00)
Professional Corporation Fees	(1,396,100.00)	(1,405,550.00)	(1,449,000.00)	(1,394,000.00)	(1,771,000.00)	(1,758,000.00)	(1,727,000.00)
Certificates and Data Extracts	(138,328.75)	(129,255.16)	(105,000.00)	(125,729.00)	(105,000.00)	(105,000.00)	(105,000.00)
Miscellaneous	(365,327.40)	(430,426.64)	(332,800.00)	(441,984.44)	(408,100.00)	(408,100.00)	(408,100.00)
Rental Income	(97,617.12)	(100,336.94)	(101,700.00)	(57,882.72)	0.00	0.00	0.00
Investment Income (net of fees)	(417,241.30)	(524,925.80)	(457,300.00)	(538,192.62)	(450,200.00)	(467,300.00)	(461,170.00)
<b>Total Revenue</b>	<b>(22,838,611.50)</b>	<b>(25,475,265.43)</b>	<b>(26,110,156.00)</b>	<b>(25,996,610.47)</b>	<b>(26,810,380.00)</b>	<b>(27,155,890.00)</b>	<b>(27,471,100.00)</b>
<b>Expenditures</b>							
College Activities	9,247,644.60	11,041,593.74	12,962,160.55	12,829,939.90	14,375,706.00	14,025,213.00	14,232,135.00
Administration	4,400,581.11	4,670,446.06	5,036,099.72	4,961,274.84	5,116,759.00	5,298,410.00	5,493,982.00
Information Technology	2,312,285.31	2,338,989.19	2,362,172.58	2,277,245.05	2,528,698.00	2,752,905.00	2,651,297.00
Governance	1,371,484.46	1,284,679.26	1,467,805.14	1,392,764.20	1,615,807.00	1,623,159.00	1,664,272.00
Office of the Registrar	1,314,032.83	1,240,380.09	1,327,731.47	1,382,947.61	1,338,455.00	1,363,595.00	1,384,421.00
Communications	1,218,979.82	1,311,368.14	1,543,132.48	1,254,640.24	1,530,693.00	1,500,201.00	1,561,895.00
Total Expenditures	<b>19,865,008.13</b>	<b>21,887,456.48</b>	<b>24,699,101.94</b>	<b>24,098,811.85</b>	<b>26,506,118.00</b>	<b>26,563,483.00</b>	<b>26,988,002.00</b>
<b>Income From Operations</b>	<b>(2,973,603.37)</b>	<b>(3,587,808.95)</b>	<b>(1,411,054.06)</b>	<b>(1,897,798.62)</b>	<b>(304,262.00)</b>	<b>(592,407.00)</b>	<b>(483,098.00)</b>
<b>Development Costs</b>							
Analytics Portal	288,750.00	299,250.00	75,000.00	61,687.50	0.00	0.00	0.00
Case Management Application	0.00	252,000.00	0.00	0.00	0.00	0.00	0.00
Physician Factors Stratification Tool	152,250.00	99,750.00	99,500.00	90,640.61	0.00	0.00	0.00
Factor-based IPR Pilot	0.00	0.00	0.00	2.15	0.00	0.00	0.00
Practice Review-Pilot Development Team	30,852.57	16,152.23	36,400.00	36,713.00	54,765.00	55,988.00	56,038.00
Practice Review-Pilot Development Project	89,626.40	4,490.99	0.00	5,292.18	0.00	0.00	0.00
Clinic Pre-Open Assessment Pilot	0.00	0.00	25,000.00	25,050.00	0.00	98,000.00	98,000.00
Summative Assessments	0.00	0.00	43,000.00	0.00	47,900.00	52,800.00	38,100.00
DOC Development	0.00	70,788.41	221,463.76	182,618.29	224,435.00	0.00	0.00
<b>Subtotal Development Costs</b>	<b>561,478.97</b>	<b>742,431.63</b>	<b>500,363.76</b>	<b>402,003.73</b>	<b>327,100.00</b>	<b>206,788.00</b>	<b>192,138.00</b>
<b>Sub-total after development costs</b>	<b>(2,412,124.40)</b>	<b>(2,845,377.32)</b>	<b>(910,690.30)</b>	<b>(1,495,794.89)</b>	<b>22,838.00</b>	<b>(385,619.00)</b>	<b>(290,960.00)</b>
Amortization & Rental Inducements	492,152.36	451,517.48	469,726.00	662,528.60	1,014,066.00	933,108.00	916,908.00
Annual Fee for Building Fund	(1,599,787.50)	0.00	0.00	0.00	0.00	0.00	0.00
Fair value changes in investments	(376,085.91)	(536,771.78)	(100,000.00)	134,756.30	(100,000.00)	(100,000.00)	(100,000.00)
Investment Income Building Fund	(130,797.11)	(74,344.77)	(135,000.00)	(92,945.04)	(75,000.00)	(125,000.00)	(128,000.00)
Accreditation Programs	0.00	0.00	(120,363.69)	187,044.93	(178,738.00)	(207,201.00)	(117,627.00)
<b>&lt;NET INCOME&gt; LOSS</b>	<b>(4,026,642.56)</b>	<b>(3,004,976.39)</b>	<b>(796,327.99)</b>	<b>(604,410.10)</b>	<b>683,166.00</b>	<b>115,288.00</b>	<b>280,321.00</b>

Schedule  
A

College of Physicians & Surgeons of Alberta  
College Activities  
Three Year Financial Budget  
2019-2021 Budget

Schedule A

	2016	2017	2018BUDGET_F		2019BUDGET_F	2020BUDGET_F	2021BUDGET_F
	ACT	ACT	ULL	2018 Q1 Forecast	ULL	ULL	ULL
<b>CPSA Activities</b>							
<b>Register Physicians</b>							
Registration	2,071,052.46	1,876,814.28	2,259,180.83	1,995,180.42	2,419,652.00	2,414,626.00	2,489,511.00
Practice Readiness	98,329.49	376,399.09	366,072.93	133,538.69	8,890.00	(250,591.00)	(149,054.00)
	<b>2,169,381.95</b>	<b>2,253,213.37</b>	<b>2,625,253.76</b>	<b>2,128,719.11</b>	<b>2,428,542.00</b>	<b>2,164,035.00</b>	<b>2,340,457.00</b>
<b>Investigate Complaints</b>							
Professional Conduct	<b>3,189,001.93</b>	<b>3,406,869.08</b>	<b>3,581,399.80</b>	<b>3,728,460.48</b>	<b>4,610,098.00</b>	<b>4,041,489.00</b>	<b>3,828,672.00</b>
<b>Provide Clinical Review</b>							
Continuing Competence							
Physician Practice	2,228,595.58	2,766,853.93	3,329,757.73	3,594,332.44	3,612,387.00	3,833,906.00	3,947,121.00
Physician Prescribing & Analytics	988,150.71	1,389,217.67	1,812,432.37	1,820,514.97	2,074,055.00	2,134,525.00	2,190,606.00
Triplicate Prescription Program	(0.00)	(0.00)	0.00	0.00	(0.00)	0.00	0.00
	<b>3,216,746.29</b>	<b>4,156,071.60</b>	<b>5,142,190.10</b>	<b>5,414,847.41</b>	<b>5,686,442.00</b>	<b>5,968,431.00</b>	<b>6,137,727.00</b>
<b>Monitor Physicians</b>							
Physician Health Monitoring	1,179,856.99	1,298,144.12	1,446,685.23	1,366,259.90	1,471,576.00	1,671,199.00	1,739,266.00
Practice Conditions Monitoring	78,062.75	171,446.51	157,685.56	169,081.98	170,787.00	175,400.00	180,782.00
	<b>1,257,919.74</b>	<b>1,469,590.63</b>	<b>1,604,370.79</b>	<b>1,535,341.88</b>	<b>1,642,363.00</b>	<b>1,846,599.00</b>	<b>1,920,048.00</b>
<b>Accredit Health Facilities</b>							
Accreditation Programs	(621,867.95)	(246,572.74)	(120,363.69)	187,044.93	(178,738.00)	(207,201.00)	(117,627.00)
Radiation Equipment	(0.00)	0.00	0.00	(0.00)	0.00	0.00	0.00
ECG Program	(11,927.31)	(1,972.02)	4,546.10	18,177.23	8,261.00	4,659.00	5,231.00
E-Accreditation Project	48,389.95	4,393.82	4,400.00	4,393.80	0.00	0.00	0.00
	<b>(585,405.31)</b>	<b>(244,150.94)</b>	<b>(111,417.59)</b>	<b>209,615.96</b>	<b>(170,477.00)</b>	<b>(202,542.00)</b>	<b>(112,396.00)</b>
<b>Less: Accreditation Programs Net surplus recorded as internally restricted</b>			<b>120,363.69</b>	<b>(187,044.93)</b>	<b>178,738.00</b>	<b>207,201.00</b>	<b>117,627.00</b>
<b>College Activities</b>	<b>9,247,644.60</b>	<b>11,041,593.74</b>	<b>12,962,160.55</b>	<b>12,829,939.90</b>	<b>14,375,706.00</b>	<b>14,025,213.00</b>	<b>14,232,135.00</b>