

Cancer Care Ontario

Financial Statements

March 31, 2014

(in thousands of dollars)

June 19, 2014

Management's Responsibility for Financial Information

Management and the Board of Directors are responsible for the financial statements and all other information presented in this financial statement. The financial statements have been prepared by management in accordance with Canadian public sector accounting standards and, where appropriate, include amounts based on management's best estimates and judgements.

Cancer Care Ontario is dedicated to the highest standards of integrity and patient care. To safeguard Cancer Care Ontario's assets, a sound and dynamic set of internal financial controls and procedures that balance benefits and costs has been established. Management has developed and maintains financial and management controls, information systems and management practices to provide reasonable assurance of the reliability of financial information. Internal audits are conducted to assess management systems and practices, and reports are issued to the Audit Finance Committee.

For the fiscal year ended March 31, 2014, Cancer Care Ontario's Board of Directors, through the Audit Finance Committee, was responsible for ensuring that management fulfilled its responsibilities for financial reporting and internal controls. The Committee meets regularly with management, the internal auditor and the Auditor General to satisfy itself that each group had properly discharged its respective responsibility, and to review the financial statements before recommending approval by the Board of Directors. The Auditor General had direct and full access to the Audit Finance Committee, with and without the presence of management, to discuss their audit and their findings as to the integrity of Cancer Care Ontario's financial reporting and the effectiveness of the system of internal controls.

The financial statements have been examined by the Office of the Auditor General of Ontario. The Auditor General's responsibility is to express an opinion on whether the financial statements are fairly presented in accordance with Canadian public sector accounting standards. The Auditor's Report outlines the scope of the Auditor's examination and opinion.

On behalf of Cancer Care Ontario Management,



Michael Sherar, PhD
President and CEO



Elham Roushani, BSc, CPA, CA
Vice President & Chief Financial Officer



Office of the Auditor General of Ontario
Bureau du vérificateur général de l'Ontario

Independent Auditor's Report

To Cancer Care Ontario
and to the Minister of Health and Long-Term Care

I have audited the accompanying financial statements of Cancer Care Ontario, which comprise the statement of financial position as at March 31, 2014 and the statements of operations, changes in fund balances, and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Cancer Care Ontario as at March 31, 2014 and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Toronto, Ontario
June 19, 2014

Bonnie Lysyk, MBA, CPA, CA, LPA
Auditor General

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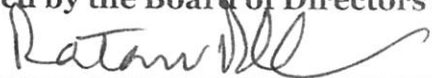
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Cancer Care Ontario
Statement of Financial Position
As at March 31, 2014

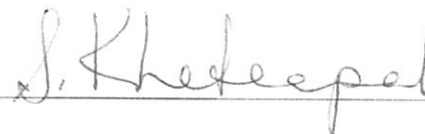
(in thousands of dollars)

	2014 \$	2013 \$
Assets		
Current assets		
Cash and cash equivalents (note 3)	75,124	91,164
Investments (note 4)	93,962	102,921
Receivables and prepaid expenses (note 5)	31,171	54,989
	<u>200,257</u>	<u>249,074</u>
Capital assets (note 6)	152,437	160,147
	<u>352,694</u>	<u>409,221</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities (note 7)	144,931	189,624
Non-current liabilities		
Deferred contributions related to capital assets (note 8)	153,393	169,278
Post-employment benefits other than pension plan (note 9(b))	2,371	2,380
	<u>155,764</u>	<u>171,658</u>
Fund Balances		
Endowment (note 2)	1,288	1,288
Internally restricted (note 2)	1,012	1,550
Externally restricted (note 2)	1,749	2,469
General - unrestricted (note 2)	44,666	37,543
Invested in capital assets (note 10)	3,284	5,089
	<u>51,999</u>	<u>47,939</u>
	<u>352,694</u>	<u>409,221</u>
Commitments (note 15)		
Contingencies (note 16)		
Guarantees (note 17)		

Approved by the Board of Directors



Director



Director

The accompanying notes are an integral part of these financial statements.

Cancer Care Ontario
Statement of Operations
For the year ended March 31, 2014

(in thousands of dollars)

	Restricted		General		Total	
	2014 \$	2013 \$	2014 \$	2013 \$	2014 \$	2013 \$
Revenue						
Ministry of Health and Long-Term Care	-	-	1,479,491	959,244	1,479,491	959,244
Amortization of deferred contributions related to capital assets (note 8)	-	-	39,115	34,687	39,115	34,687
Ministry of Health and Long-Term Care capital funding for Integrated Cancer Programs	-	-	7,569	8,125	7,569	8,125
Investment income (note 11)	18	17	2,730	2,626	2,748	2,643
Other revenue (note 12)	1,915	2,293	5,634	8,611	7,549	10,904
	1,933	2,310	1,534,539	1,013,293	1,536,472	1,015,603
Expenses						
Chronic kidney disease services	-	-	573,605	174,861	573,605	174,861
Integrated Cancer Programs Services	-	7	310,497	300,191	310,497	300,198
Drugs	-	-	281,370	232,323	281,370	232,323
Salaries and benefits	1,902	1,772	79,100	68,124	81,002	69,896
Surgical services - hospitals	-	-	78,401	70,955	78,401	70,955
Amortization of capital assets	-	-	41,064	36,037	41,064	36,037
Medical services	32	6	35,472	28,232	35,504	28,238
Purchased services	857	937	27,102	22,642	27,959	23,579
Mammography equipment funding	-	-	24,624	-	24,624	-
Screening services	-	-	18,476	17,588	18,476	17,588
Hospital systemic therapy services	-	-	16,123	17,761	16,123	17,761
Capital contributions to Integrated Cancer Programs	-	-	12,897	13,712	12,897	13,712
Pension (note 9(a))	-	-	6,536	5,679	6,536	5,679
Occupancy costs	1	-	4,273	4,554	4,274	4,554
Consulting services	27	17	3,898	4,893	3,925	4,910
Professional fees	-	-	797	608	797	608
Post-employment benefits other than pension plan (note 9(b))	-	-	221	141	221	141
Net loss on disposal of capital assets	-	-	415	-	415	-
Other operating expenses (note 13)	301	194	14,421	12,641	14,722	12,835
	3,120	2,933	1,529,292	1,010,942	1,532,412	1,013,875
Excess (deficiency) of revenue over expenses	(1,187)	(623)	5,247	2,351	4,060	1,728

The accompanying notes are an integral part of these financial statements.

Cancer Care Ontario

Statement of Changes in Fund Balances

For the year ended March 31, 2014

(in thousands of dollars)

	Restricted			General unrestricted \$	Invested in capital assets \$	Total \$
	Endowment \$	Internally \$	Externally \$			
Fund balances - March 31, 2013	1,288	1,550	2,469	37,543	5,089	47,939
Excess (deficiency) of revenue over expenses	-	(484)	(703)	5,247	-	4,060
Net change in invested in capital assets (note 10)	-	-	-	1,805	(1,805)	-
Interfund transfers (note 14)	-	(54)	(17)	71	-	-
Fund balances - March 31, 2014	1,288	1,012	1,749	44,666	3,284	51,999

The accompanying notes are an integral part of these financial statements.

Cancer Care Ontario
Statement of Cash Flows
For the year ended March 31, 2014

(in thousands of dollars)

	2014 \$	2013 \$
Cash provided by (used in)		
Operating activities		
Excess of revenue over expenses	4,060	1,728
Amortization of capital assets	41,064	36,037
Amortization of deferred contributions related to capital assets	(39,115)	(34,687)
Net loss on disposal of capital assets	415	-
Post-employment benefits expense other than pension plan	221	141
Post-employment benefits paid other than pension plan	(230)	(273)
Change in non-cash operating working capital		
Receivables and prepaid expenses	23,818	(26,111)
Accounts payable and accrued liabilities	(44,693)	(23,810)
	<u>(14,460)</u>	<u>(46,975)</u>
Capital activities		
Purchase of capital assets	(33,857)	(62,036)
Proceeds on disposal of capital assets	88	-
	<u>(33,769)</u>	<u>(62,036)</u>
Investing activities		
Proceeds from maturity of investments	102,096	91,428
Purchase of investments	(93,137)	(72,238)
	<u>8,959</u>	<u>19,190</u>
Financing activities		
Amounts received related to capital assets	23,230	63,501
Decrease in cash and cash equivalents during the year	<u>(16,040)</u>	<u>(26,320)</u>
Cash and cash equivalents - Beginning of year	<u>91,164</u>	<u>117,484</u>
Cash and cash equivalents - End of year	<u>75,124</u>	<u>91,164</u>

The accompanying notes are an integral part of these financial statements.

(in thousands of dollars)

1 Nature of operations

Cancer Care Ontario (the Organization) is the provincial government agency responsible for driving health system performance improvement for Ontario's cancer and chronic kidney disease health systems. The Organization also supports achievement of Ontario's Wait Time and Emergency Room/Alternate Level of Care Strategies through the collection and provision of information that enables the government to measure, manage and improve access quality and efficiency of care. With this mandate, the Organization is responsible for the funding to continually improve health system performance to ensure that patients receive the right care, at the right time, in the right place, at every step of their journey.

The Organization's role includes working with healthcare providers in every region across the province to plan services that will meet current and future patient needs; to support providers in delivering the highest-quality care aligned to evidence-based standards and guidelines; and to work with administrators, doctors and other care providers to improve system efficiency and effectiveness.

The Organization also leads the development and implementation of innovative payment models; implements provincial programs designed to raise screening participation rates; translates research and evidence into standards and guidelines; puts information into the hands of the provincial policy makers; and ensures Ontarians have cancer and renal care systems that are accountable, efficient and of the highest quality by measuring and reporting on the performance of services.

The Organization is a registered charity under the Income Tax Act (Canada) and, accordingly, is exempt from income taxes, provided certain requirements of the Income Tax Act are met. Members of the Board of Directors and Board Committees are volunteers who service without remuneration. The Organization and the Ministry of Health and Long-Term Care (MOHLTC) entered into a Memorandum of Understanding, effective December 31, 2009. The Organization is primarily funded by the Province of Ontario through the MOHLTC.

During the 2013/14 fiscal year, the Organization's mandate regarding the chronic kidney disease health system was expanded to that of managing all renal services in Ontario as part of the MOHLTC Health System Funding Reform initiative. In addition, the Organization received funding from the MOHLTC, which it flowed to various health care providers, to replace Computer Radiography machines with Direct Radiography machines as they have the ability to detect a wider variety of cancers.

2 Significant accounting policies

Basis of presentation

These financial statements have been prepared in accordance with Public Sector Accounting Standards for government not-for-profit organizations as issued by the Public Sector Accounting Board.

Cancer Care Ontario
Notes to Financial Statements
March 31, 2014

(in thousands of dollars)

Fund accounting

The Endowment Fund reports contributions subject to externally imposed stipulations specifying that the resources contributed be maintained permanently, unless specifically disendowed by the donor. Restricted investment income earned on Endowment Fund resources is recognized as revenue of the Externally Restricted Fund.

The Internally Restricted Fund reports funds internally restricted by the Board of Directors for education, research or other special purposes.

The Externally Restricted Fund reports donations and grants which have restrictions placed on their use by the donor, primarily related to research. The Organization ensures, as part of its fiduciary responsibility, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

The General Fund accounts for the Organization's MOHLTC and other funded programs. This Fund reports unrestricted resources, all restricted grants from MOHLTC, and restricted grants from others for which the Organization has no corresponding restricted fund.

Contributions

The Organization follows the restricted fund method of accounting for its restricted contributions. Restricted contributions are recognized as revenue of the Restricted Fund if the amount to be received can be reasonably estimated and ultimate collection is reasonably assured. Restricted contributions for which there is no corresponding Restricted Fund (including MOHLTC and other funded programs) are recognized as revenue in the General Fund using the deferral method.

Unrestricted contributions are recognized as revenue of the General Fund when the amount is reasonably estimable and collection is probable.

Unrestricted contributions received for the purpose of capital assets are recorded as deferred capital contributions related to capital assets and are amortized on the same basis as the related capital assets.

Contributions for endowment are recognized as revenue of the Endowment Fund in the year of receipt.

Cash and cash equivalents

The Organization considers deposits in banks, certificates of deposit and short-term investments with original maturities of three months or less as cash and cash equivalents.

(in thousands of dollars)

Financial instruments

Financial instruments are measured at fair value when acquired or issued. In subsequent periods, financial instruments (including investments) are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when there is objective evidence of impairment. When there has been a loss in value of investments that is other than a temporary decline, the investment is written down and the loss is recorded in the statement of operations. For receivables, when a loss is considered probable, the receivable is reflected at its estimated written down amount to the lower of its cost and its estimated net recoverable amount, with the loss reported on the statement of operations. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items subsequently measured at fair value and charged to the financial instrument for those measured at amortized cost.

Capital assets

Capital assets are recorded at cost, less accumulated amortization and accumulated impairment losses, if any. Third party and internal labour costs are capitalized under software in connection with the development of information technology projects.

All capital assets are amortized on a straight-line basis at rates based on the estimated useful lives of the assets.

Therapeutic and other technical equipment are amortized over periods ranging from 4 years to 9 years; office furniture and equipment are amortized over periods ranging from 3 years to 5 years; and leasehold improvements are amortized over the term of the leases. Software is amortized over periods ranging from 3 years to 4 years.

Land and buildings for four lodges donated by the Canadian Cancer Society - Ontario Division are recorded at nominal value, as the fair value was not reasonably determinable at the time of the donation.

When a capital asset no longer has any long-term service potential to the Organization, the differential of its net carrying amount and any residual value, is recognized as a gain or loss, as appropriate, in the statement of operations.

Expenses

Expenses are recorded on an accrual basis.

Pension benefits and post-employment benefits other than pension plan

i) Pension costs

The Organization accounts for its participation in the Healthcare of Ontario Pension Plan (HOOPP), a multi-employer defined benefit pension plan, as a defined contribution plan, as the Organization has insufficient information to apply defined benefit plan accounting. Therefore, the Organization's contributions are accounted for as if the plan were a defined contribution plan with the Organization's contributions being expensed in the period they come due.

Cancer Care Ontario
Notes to Financial Statements
March 31, 2014

(in thousands of dollars)

- ii) Post-employment benefits other than pension plan

The cost of post-employment benefits other than pension plan is actuarially determined using the projected benefit method pro-rated on services and expensed as employment services are rendered. Adjustments to these costs arising from changes in estimates and actuarial experience gains and losses are amortized over the estimated average remaining service life of the employee groups on a straight-line basis.

Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Items subject to such estimates and assumptions include the impairment assessment in the carrying amount of capital assets, amortization of capital assets and accruals and receivables related to drug expenditures. Actual results could differ from those estimates.

3 Cash and cash equivalents - restricted

Cash and cash equivalents include \$416 (2013 - \$412), which is restricted, as it relates to a pension plan that has been dissolved and is being held in escrow in the event that former members put forth a claim. These funds are subject to externally imposed restrictions and are not available for general use.

4 Investments

	2014 \$	2013 \$
Guaranteed investment certificates		
Interest at 1.95%, maturing September 5, 2014	43,259	-
Interest at 1.80%, redeemable on demand, maturing May 11, 2015	20,142	-
Interest at 1.80%, maturing October 2, 2014	10,443	-
Interest at 1.80%, maturing October 30, 2014	10,076	-
Interest at 1.80%, maturing January 7, 2015	10,042	-
Interest at 1.50%, maturing September 5, 2013	-	42,516
Interest at 1.89%, redeemable on demand, maturing September 5, 2013	-	30,041
Interest at 1.75%, maturing October 2, 2013	-	10,262
Interest at 1.35%, maturing May 9, 2013	-	10,053
Interest at 1.75%, redeemed on March 14, 2014	-	10,049
	93,962	102,921

Guaranteed investment certificates that have a maturity beyond one year but are redeemable on demand have been included as current.

Cancer Care Ontario
Notes to Financial Statements
March 31, 2014

(in thousands of dollars)

5 Receivables and prepaid expenses

	2014 \$	2013 \$
Accounts receivable	13,138	12,639
Due from MOHLTC	16,100	39,817
Prepaid expenses	1,933	2,533
	<u>31,171</u>	<u>54,989</u>

6 Capital assets

	2014		
	Cost \$	Accumulated amortization \$	Net book value \$
Therapeutic and other technical equipment	308,520	173,498	135,022
Office furniture and equipment	6,146	4,748	1,398
Leasehold improvements	4,415	4,148	267
Land and building	1	-	1
Software	51,352	35,603	15,749
	<u>370,434</u>	<u>217,997</u>	<u>152,437</u>
	2013		
	Cost \$	Accumulated amortization \$	Net book value \$
Therapeutic and other technical equipment	322,480	189,761	132,719
Office furniture and equipment	6,097	3,630	2,467
Leasehold improvements	4,284	3,802	482
Land and buildings	1	-	1
Software	44,990	20,512	24,478
	<u>377,852</u>	<u>217,705</u>	<u>160,147</u>

The cost of capital assets includes software under development of \$997 (2013 - \$3,112) and deposits for equipment and leasehold improvements of \$24,281 (2013 - \$36,526). Amortization of these amounts will commence when the asset is available for use.

Cancer Care Ontario
Notes to Financial Statements
March 31, 2014

(in thousands of dollars)

7 Accounts payable and accrued liabilities

	2014 \$	2013 \$
Trade payables	69,182	125,340
Accrued liabilities	53,724	46,208
Payable to MOHLTC	21,609	17,664
Pension escrow (note 3)	416	412
	<u>144,931</u>	<u>189,624</u>

8 Deferred contributions related to capital assets

Deferred contributions related to capital assets represent the unamortized and unspent amount of funds received for the purchase of capital assets. The changes in the deferred contributions related to capital assets balance for the year are as follows:

	2014 \$	2013 \$
Balance - beginning of year	169,278	140,464
Amounts received related to capital assets	23,230	63,501
Amounts recognized as revenue	(39,115)	(34,687)
	<u>153,393</u>	<u>169,278</u>

The balance of deferred capital contributions related to capital assets consists of the following:

	2014 \$	2013 \$
Unamortized capital contributions used to purchase capital assets	149,153	155,058
Unspent contributions	4,240	14,220
	<u>153,393</u>	<u>169,278</u>

9 Pension benefits and post-employment benefits

a) Pension plan

Employees of the Organization are members of HOOPP, which is a multi-employer contributory defined benefit pension plan. HOOPP members receive benefits based on length of service and the average annualized earnings during the five consecutive years that provide the highest earnings prior to retirement, termination or death.

Cancer Care Ontario
Notes to Financial Statements
March 31, 2014

(in thousands of dollars)

Contributions to HOOPP made during the year by the Organization on behalf of its employees amounted to \$6,403 (2013 - \$5,679) and are included in the pension expenses, which reflect all amounts owing for the year, in the statement of operations.

b) Post-employment benefits plan other than pension plan

Prior to January 1, 2006, the Organization offered non-pension, post-employment health and dental benefits to its active and retired employees. Effective January 1, 2006, the Organization offers non-pension, post-employment benefits only to its retired employees, who retired prior to January 1, 2006. Benefits paid during the year under this unfunded plan were \$230 (2013 - \$273). The actuarial valuation for the post-employment benefits other than pension plan is dated April 1, 2013 and has been extrapolated to March 31, 2014.

Information about the Organization's post-employment benefits other than pension plan is as follows:

	2014	2013
	\$	\$
Accrued benefit obligation - end of year	3,388	2,754
Plan assets - end of year	-	-
	<hr/>	<hr/>
Plan deficit	3,388	2,754
Unamortized net accrual	(1,017)	(374)
	<hr/>	<hr/>
Accrued liability - end of year	2,371	2,380
	<hr/>	<hr/>
	2014	2013
	\$	\$
Interest cost	122	122
Amortization of experience losses	99	19
	<hr/>	<hr/>
Total benefit expense	221	141
	<hr/>	<hr/>

The actuarially determined present value of the accrued benefit obligation is measured using management's best estimates based on assumptions that reflect the most probable set of economic circumstances and planned courses of action as follows:

	2014	2013
Discount rate	4.36%	3.94%
Drug cost trend rate	7.5% in 2014 to 5%	7.5% in 2013 to 5%
Hospital, dental and other medical costs trend rate	in 2018 and after	in 2018 and after
Employee average remaining lifetime (years)	4% per annum	4% per annum
	11.22	10.21

Cancer Care Ontario
Notes to Financial Statements
March 31, 2014

(in thousands of dollars)

10 Invested in capital assets

	2014 \$	2013 \$
Capital assets	152,437	160,147
Amounts financed by deferred capital contributions (note 8)	(149,153)	(155,058)
	<u>3,284</u>	<u>5,089</u>

Change in net assets invested in capital assets is calculated as follows:

	2014 \$	2013 \$
Purchase of capital assets	33,857	62,036
Increase in deferred contributions related to capital assets	(33,210)	(59,216)
Amortization of deferred contributions related to capital assets	39,115	34,687
Amortization of capital assets	(41,064)	(36,037)
Disposal of capital assets	(503)	-
	<u>(1,805)</u>	<u>1,470</u>

11 Net investment income

Net investment income earned on the Endowment Fund resources in the amount of \$18 (2013 - \$17) is included in the Restricted Fund.

12 Other revenue

	2014 \$	2013 \$
General fund		
eHealth Ontario	1,355	4,080
Public Health Ontario	2,366	2,319
Salary recovery	131	171
Other income	1,782	2,041
	<u>5,634</u>	<u>8,611</u>
Restricted Fund		
Grants	<u>1,915</u>	<u>2,293</u>

Cancer Care Ontario
Notes to Financial Statements
March 31, 2014

(in thousands of dollars)

13 Other operating expenses

	2014	2013
	\$	\$
Restricted fund		
Travel	119	71
Education and publications	71	42
General office	61	44
Equipment	49	37
Other expenses	1	-
	<u>301</u>	<u>194</u>
General fund		
Equipment	5,528	6,095
Education and publications	2,607	2,465
General office	4,082	2,077
Travel	1,207	948
Patient service	800	800
Other expenses	197	256
	<u>14,421</u>	<u>12,641</u>

14 Interfund transfers

	2014	2013
	\$	\$
Transfer to (from) the General Fund from (to) the Internally Restricted Fund	54	(133)
Transfer to (from) the General Fund from (to) the Externally Restricted Fund	17	(24)
	<u>71</u>	<u>(157)</u>

Transfers to the General Fund from the Endowment and Restricted Funds represent the release of externally and internally restricted reserves approved by the donor or the Organization's Board of Directors, respectively.

Cancer Care Ontario
Notes to Financial Statements
March 31, 2014

(in thousands of dollars)

15 Commitments

- a) The minimum rental payments for lease space and computer and office equipment under the terms of the operating leases are estimated as follows for the years ending March 31:

	\$
2015	7,250
2016	5,639
2017	4,799
2018	2,451
	<hr/>
	20,139
	<hr/>

- b) The Organization has committed \$5,087 (2013 - \$6,180) for the purchase of equipment, which is net of deposits disclosed in note 6.

16 Contingencies

The Organization is a member of the Healthcare Insurance Reciprocal of Canada (HIROC), which was established by hospitals and other organizations to self-insure. If the aggregate premiums paid are not sufficient to cover claims, the Organization will be required to provide additional funding on a participatory basis.

Since the inception, HIROC has accumulated an unappropriated surplus, which is the total of premiums paid by all subscribers plus investment income less the obligation for claims reserves and expenses and operating expenses. Each subscriber which has an excess of premium plus investment income over the obligation for their allocation of claims reserves and expenses and operating expenses may be entitled to receive distributions of their share of the unappropriated surplus at the time such distributions are declared by the Board of Directors of HIROC. There are no distributions declared by HIROC as of March 31, 2014.

17 Guarantees

a) Director/officer indemnification

The Organization's general by-laws contain an indemnification of its directors/officers, former directors/officers and other persons who have served on board committees against all costs incurred by them in connection with any action, suit or other proceeding in which they are sued as a result of their service, as well as all other costs sustained in or incurred by them in relation to their service. This indemnity excludes costs that are occasioned by the indemnified party's own dishonesty, wilful neglect or default.

(in thousands of dollars)

The nature of the indemnification prevents the Organization from making a reasonable estimate of the maximum amount that it could be required to pay to counterparties. To offset any potential future payments, the Organization has purchased from HIROC directors' and officers' liability insurance to the maximum available coverage. The Organization has not made any payments under such indemnifications, and no amount has been accrued in the accompanying financial statements with respect to the contingent aspect of these indemnities.

b) Other indemnification agreements

In the normal course of its operations, the Organization executes agreements that provide for indemnification to third parties. These include, without limitation: indemnification of the landlords under the Organization's leases of premises; indemnification of the MOHLTC from claims, actions, suits or other proceedings based upon the actions or omissions of the representative groups of medical, radiation and gynaecology/oncology physicians under certain Alternate Funding Agreements; and indemnification of the Integrated Cancer Program host hospitals from claims, actions, costs, damages and expenses brought about as a result of any breach by the Organization of its obligations under the Cancer Program Integration Agreement and the related documentation.

While the terms of these indemnities vary based upon the underlying contract, they normally extend for the term of the contract. In most cases, the contract does not provide a limit on the maximum potential amount of indemnification, which prevents the Organization from making a reasonable estimate of its maximum potential exposure. The Organization has not made any payments under such indemnifications, and no amount has been accrued in the accompanying financial statements with respect to the contingent aspect of these indemnities.

18 Financial instruments

The Organization's financial instruments are exposed to certain financial risks, including credit risk, interest rate risk, and liquidity risk. There have been no significant changes from the previous year in the exposure to these risks or in methods used to measure these risks.

Credit risk

Credit risk arises from cash and cash equivalents and investments held with financial institutions and credit exposures on outstanding receivables. Cash and cash equivalents and investments are held at major financial institutions that have high credit ratings assigned to them by credit-rating agencies minimizing any potential exposure to credit risk. The Organization assesses the credit quality of the counterparties, taking into account their financial position and other factors. It is management's opinion that the risk related to receivables is minimal as most of the receivables are from federal and provincial governments and organizations controlled by them.

Cancer Care Ontario
Notes to Financial Statements
March 31, 2014

(in thousands of dollars)

The Organization's maximum exposure to credit risk related to accounts receivable at year-end was as follows:

	0 to 30 days \$	31 to 60 days \$	61 to 90 days \$	91 + days \$	Total \$
Accounts receivable	13,112	21	5	-	13,138
Due from MOHLTC	16,100	-	-	-	16,100
Amount receivable	29,212	21	5	-	29,238

As there is no indication that the Organization will not be able to recover these receivables, an impairment allowance has not been recognized.

Interest rate risk

Interest rate risk is the risk the fair value or future cash flows of financial instruments will fluctuate due to changes in market interest rates. The Organization currently is only exposed to interest rate risk from its investments. The Organization does not expect fluctuations in market interest rates to have a material impact on its financial performance and does not use derivative instruments. The Organization mitigates interest rate risk on its investments by purchasing guaranteed investment certificates with short-term maturities and demand features.

As at March 31, 2014, a 1% fluctuation in interest rates, with all other variables held constant, will have an estimated impact on the value of investments of (\$437) to \$441.

Liquidity risk

Liquidity risk is the risk the Organization will not be able to meet its cash flow obligations as they fall due. The Organization mitigates this risk by maintaining no debt and monitoring cash activities and expected outflows through budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cashflows) of financial liabilities:

	0 to 30 days \$	31 to 60 days \$	61 to 90 days \$	91 + days \$	Total \$
Trade payables	69,529	12	(3)	(356)	69,182
Accrued liabilities	53,587	-	137	-	53,724
Payable to MOHLTC	-	-	21,609	-	21,609
Pension escrow	-	-	-	416	416
Amount payable	123,116	12	21,743	60	144,931