

Financial Statements of

**CANADIAN FOUNDATION FOR  
HEALTHCARE IMPROVEMENT**

**FONDATION CANADIENNE POUR  
L'AMELIORATION DES SERVICES DE  
SANTÉ**

Year ended December 31, 2015



KPMG LLP  
Suite 1800  
150 Elgin Street  
Ottawa, ON K2P 2P8  
Canada

Telephone (613) 212-KPMG (5764)  
Fax (613) 212-2896  
Internet [www.kpmg.ca](http://www.kpmg.ca)

## INDEPENDENT AUDITORS' REPORT

To the Directors of the Canadian Foundation for Healthcare Improvement/Fondation canadienne pour l'amélioration des services de santé

We have audited the accompanying financial statements of the Canadian Foundation for Healthcare Improvement/Fondation canadienne pour l'amélioration des services de santé, which comprise the statement of financial position as at December 31, 2015, the statements of operations, changes in deferred contributions and cash flows for the year then ended, and notes, comprising 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 accounting standards for not-for-profit organizations, 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.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we 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 our 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, we consider 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Foundation for Healthcare Improvement/Fondation canadienne pour l'amélioration des services de santé as at December 31, 2015, and its results of operations, changes in deferred contributions and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*KPMG LLP*

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Chartered Professional Accountants, Licensed Public Accountants

March 22, 2016

Ottawa, Canada

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
FONDATION CANADIENNE POUR L'AMÉLIORATION DES  
SERVICES DE SANTÉ**

Statement of Financial Position

December 31, 2015, with comparative information for 2014

	2015	2014
<b>Assets</b>		
Current assets:		
Cash	\$ 1,939,324	\$ 1,536,873
Co-sponsor contributions receivable (note 6)	-	50,111
Accounts receivable	381,212	493,652
Prepaid expenses	120,032	102,417
Short-term investments (note 2)	7,899,176	13,079,277
	<u>10,339,744</u>	<u>15,262,330</u>
Investments (note 2)	455,371	6,753,450
Employee future benefits (note 5)	618,497	670,205
Tangible capital and intangible assets (note 3)	91,520	144,169
	<u>\$ 11,505,132</u>	<u>\$ 22,830,154</u>

**Liabilities and Deferred Contributions**

Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 1,033,068	\$ 1,723,418
Deferred contributions from co-sponsors (note 6)	-	70,019
Deferred revenue	-	405,850
Current portion of capital lease obligations (note 7)	10,601	10,289
	<u>1,043,669</u>	<u>2,209,576</u>
Capital lease obligations (note 7)	-	10,599
Deferred contributions (note 8)	10,461,463	20,609,979
	<u>\$ 11,505,132</u>	<u>\$ 22,830,154</u>

Commitments (note 13)

See accompanying notes to financial statements.

Approved by the Board:

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Ms. R. Lynn Stevenson, Chair, Board of Directors

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Mr. Tom Closson, Chair, Finance and Audit Committee

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Ms. Maureen O'Neil, O.C., President

\_\_\_\_\_  
Ms. Nancy Quattrocchi, Vice-President, Corporate Services

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
FONDATION CANADIENNE POUR L'AMÉLIORATION DES  
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Statement of Operations

Year ended December 31, 2015, with comparative information for 2014

	2015	2014
<b>Revenue:</b>		
Program support revenue	\$ 390,781	\$ 721,262
Co-sponsor revenue	-	27,000
Other revenue	445,320	557,772
Recognition of deferred contributions relating to operations of the current year	10,507,024	10,382,410
Recognition of deferred contributions relating to tangible capital and intangible assets	78,647	108,076
	<u>11,421,772</u>	<u>11,796,520</u>
<b>Expenses:</b>		
Collaboration for Innovation and Improvement	3,396,502	3,669,527
Patient Engagement for Healthcare Improvement	1,821,110	1,776,027
Education and Training	2,086,540	3,489,847
Evaluation and Performance Management	549,286	482,700
Northern and Indigenous Health	947,842	-
Business Development	-	365,724
Communications	1,486,398	1,157,640
Administration	1,045,045	821,364
Amortization of tangible capital and intangible assets	78,647	108,076
Investment management fees	36,826	69,272
Employee future benefits	(26,424)	(143,657)
	<u>11,421,772</u>	<u>11,796,520</u>
<b>Excess of revenue over expenses</b>	<b>\$ -</b>	<b>\$ -</b>

See accompanying notes to financial statements.

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Statement of Deferred Contributions

Year ended December 31, 2015, with comparative information for 2014

	2015	2014
Balance, beginning of year	\$ 20,609,979	\$ 30,682,013
Recognition of deferred contributions relating to operations	(10,507,024)	(10,382,410)
Recognition of deferred contributions relating to tangible capital and intangible assets	(78,647)	(108,076)
Re-measurement and other items related to employee future benefits	(78,132)	(60,001)
Investment income - restricted	490,255	424,707
Change in allowance for uncollectability of investments (note 9)	25,032	29,584
Return of funds relating to the Open Grants Competition of Canadian Institute of Health Research	-	24,162
<b>Balance, end of year</b>	<b>\$ 10,461,463</b>	<b>\$ 20,609,979</b>

See accompanying notes to financial statements.

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Statement of Cash Flows

Year ended December 31, 2015, with comparative information for 2014

	2015	2014
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ -	\$ -
Items not involving cash:		
Amortization of tangible capital and intangible assets	78,647	108,076
Recognition of deferred contributions relating to tangible capital and intangible assets	(78,647)	(108,076)
Recognition of deferred contributions relating to operations of the current year	(10,507,024)	(10,382,410)
Amortization of deferred lease inducement	-	(7,527)
Change in allowance for uncollectability of investments	25,032	29,584
Investment income - restricted	490,255	424,707
Change in employee future benefits asset	(26,424)	(143,657)
Change in non-cash operating working capital:		
Decrease in co-sponsor contributions receivable	50,111	151,674
Decrease in accounts receivable	112,440	536,886
Decrease (increase) in prepaid expenses	(17,615)	77,787
Decrease in accounts payable and accrued liabilities	(690,350)	(132,511)
Decrease in deferred contributions from co-sponsors	(70,019)	(316,347)
Increase (decrease) in deferred revenue	(405,850)	353,333
	(11,039,444)	(9,408,481)
Investing activities:		
Tangible capital and intangible asset acquisitions	(25,998)	(109,216)
Return of funds relating to the Open Grants Competition	-	24,162
	(25,998)	(85,054)
Financing activities:		
Repayment of obligations under capital lease	(10,287)	(9,986)
Net withdrawals from investments	11,478,180	9,470,634
	11,467,893	9,460,648
Increase (decrease) in cash	402,451	(32,887)
Cash, beginning of year	1,536,873	1,569,760
Cash, end of year	\$ 1,939,324	\$ 1,536,873

See accompanying notes to financial statements.

# CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/ FONDATION CANADIENNE POUR L'AMÉLIORATION DES SERVICES DE SANTÉ

Notes to Financial Statements

Year ended December 31, 2015

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The Canadian Foundation for Healthcare Improvement ("CFHI") is dedicated to accelerating healthcare improvement and transformation for Canadians. As such, it collaborates with governments, policy-makers, and health system leaders to convert evidence and innovative practices into actionable policies, programs, tools and leadership development. CFHI changed its name from the Canadian Health Services Research Foundation effective April 5, 2012.

CFHI is a registered charity and accordingly, is exempt from income taxes under paragraph 149(1)(l) of the Income Tax Act (Canada). The organization became operational in fiscal 1997 and is incorporated under the Canada Corporations Act. Effective June 17, 2014, CFHI was continued under the Canada Not-for-profit Corporations Act.

Under the Federal Budget 1996, the Government authorized Health Canada to pay \$55,000,000 to CFHI (then CHSRF) over a five-year period. As part of the same agreement, the Medical Research Council agreed to contribute \$10,000,000 and the Social Sciences and Humanities Research Council of Canada agreed to contribute \$1,500,000 over the same five-year period. In 1999, the Federal Government granted \$35,000,000 to CFHI for participation in the Canadian Institutes of Health Research (this partnership led to the development and implementation of the Capacity for Applied and Developmental Research and Evaluation (CADRE) program), and another \$25,000,000 to support a ten-year nursing research fund. In 2003, the Federal Government provided \$25,000,000 for the implementation of the Executive Training for Research Application (EXTRA) program over a thirteen-year period.

In 2009, CFHI entered into a Comprehensive Funding Agreement with Health Canada. This agreement supersedes the previous agreements. Under this agreement CFHI was directed to hold all investments in fixed income securities within a single investment portfolio. The agreement enabled CFHI to report their operations under a single program. CFHI is transitioning its investments to meet this agreement.

On March 16, 2016, CFHI signed a contribution agreement with Health Canada, providing \$14 million of funding to CFHI to continue its operations until March 2017.



# CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/ FONDATION CANADIENNE POUR L'AMÉLIORATION DES SERVICES DE SANTÉ

Notes to Financial Statements (continued)

Year ended December 31, 2015

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## 1. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

### (a) Basis of presentation:

CFHI uses the deferral method of accounting for contributions for not-for-profit organizations.

### (b) Revenue recognition:

Unrestricted contributions are recognized as revenue when received or receivable.

Externally-restricted contributions are deferred and recognized as revenue in the year in which the related expenses are incurred.

Externally-restricted contributions applied towards the acquisition of tangible capital and intangible assets are deferred and amortized to revenue, at a rate corresponding with the amortization rate of the related tangible capital and intangible assets.

CFHI receives contributions from co-sponsors to fund programming. Revenue from co-sponsors is deferred and amortized to revenue as related expenses are incurred.

Investment income earned is restricted to be used for the specific purpose of the related externally-restricted contribution. Investment income earned is initially recorded in deferred contributions and is recognized as revenue in the year the related expenses are incurred.

### (c) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value. CFHI has elected to carry all investments at fair value.

Approximately \$910,742 (2014 - \$960,806) of CFHI's investments are valued at the fair value reported by a Fund Manager. These investments are not readily marketable and the fair value of CFHI's investment represents CFHI's proportionate share of the fair value of the underlying net assets of the pooled fund at year-end. Their estimated fair value is subject to uncertainty and therefore may differ from the investments' realizable value.

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Notes to Financial Statements (continued)

Year ended December 31, 2015

**1. Significant accounting policies (continued):**

(c) Financial instruments (continued):

Sales and purchases of investments are recorded on the trade date. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs. These costs are amortized using the effective interest rate method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year. Where an indicator of impairment is present, CFHI determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount CFHI expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

(d) Tangible capital and intangible assets:

Purchased tangible capital and intangible assets are recorded at cost. Repair and maintenance costs are charged to expense. When a tangible capital and intangible asset no longer contribute to CFHI's ability to provide services, their carrying amounts are written down to their residual value.

Tangible capital and intangible assets are amortized on a straight-line basis over the following useful lives:

Asset	Useful life
Tangible capital assets:	
Computer equipment	3 years
Telephone equipment	4 years
Furniture and fixtures	5 years
Leasehold improvements	Lease term
Intangible assets:	
Computer software	3 years

# CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/ FONDATION CANADIENNE POUR L'AMÉLIORATION DES SERVICES DE SANTÉ

Notes to Financial Statements (continued)

Year ended December 31, 2015

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## 1. Significant accounting policies (continued):

### (e) Leases:

Leases are classified as either capital or operating. Capital leases are those which substantially transfer the benefits and risks of ownership to the lessee. Assets acquired under capital leases are amortized at the rates for their capital asset class as described in note 1(d). Obligations recorded under capital leases are reduced by the principal portion of lease payments. The imputed interest portion of lease payments is charged to expense.

### (f) Foreign currency transactions:

Foreign currency transactions are initially recorded at the rate of exchange prevailing at the date of the transaction. Thereafter, monetary assets and liabilities are translated at the exchange rates in effect at the statement of financial position date. Gains and losses resulting from the translation are included in unrealized investment income in the statement of deferred contributions.

### (g) Employee future benefits:

CFHI has a defined benefit pension plan for its employees. The benefits are based on years of service and the employee's average compensation over the best five years.

CFHI uses the immediate recognition approach to account for the above plan. CFHI accrues its obligations under the defined benefit plan as the employees render the services necessary to earn the pension benefits. The actuarial determination of the accrued benefit obligations for pensions uses the projected benefit method prorated on service (which incorporates management's assumptions used for funding purposes, other cost escalation, retirement ages of employees and other actuarial factors). The measurement date of the plan assets, which are recorded at fair value, and accrued benefit obligation coincides with CFHI's fiscal year. The most recent actuarial valuation of the defined benefit pension plan for funding purposes was as of June 1, 2014, and the next required valuation for funding purposes will be as of June 1, 2017.

In years between valuations, CFHI uses a quarterly roll-forward technique to estimate the accrued benefit obligation. CFHI recognizes the accrued benefit obligation net of the fair value of the plan amounts adjusted for any valuation allowance in the statement of financial position at the end of the year.

The annual benefit cost is recorded in the statement of operations and the actuarial gains and losses are recognized in the statement of deferred contributions.

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Notes to Financial Statements (continued)

Year ended December 31, 2015

**1. Significant accounting policies (continued):**

(h) Allocation of general support costs:

CFHI presents its statement of operations by function, except for amortization of tangible capital and intangible assets, investment management fees, and employee future benefits fair value adjustment.

CFHI incurs general support costs that are common to the administration of CFHI and each of its functions. General support costs include occupancy costs, personnel, finance, information technology, human resources and legal costs.

CFHI allocates these general support costs from the Administration and Communications functions to the other functions on a per employee basis. These usage rates are used to allocate all the general support costs to administration and each of its functions.

(i) 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 revenues and expenses during the reporting period. Actual results could differ from these estimates. These estimates are reviewed annually and as adjustments become necessary, they are recognized in the financial statements in the period they become known.

Significant management estimates include assumptions used in determining the employee future benefits asset.

**2. Investments:**

December 31, 2015	Fair value	Cost
Cash and cash equivalents	\$ 1,224	\$ 1,225
Fixed income securities	7,897,952	8,059,832
Equity securities	455,371	271,882
	8,354,547	8,332,939
Less: short-term investments	(7,899,176)	(8,061,057)
	\$ 455,371	\$ 271,882

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Notes to Financial Statements (continued)

Year ended December 31, 2015

**2. Investments (continued):**

December 31, 2014	Fair value	Cost
Cash and cash equivalents	\$ 2,029,308	\$ 2,029,306
Fixed income securities	17,469,549	17,889,172
Equity securities	333,870	198,024
	19,832,727	20,116,502
Less: short-term investments	(13,079,277)	(13,366,688)
	\$ 6,753,450	\$ 6,749,814

Investments are managed as a pool by investment managers who are under the direction of the Investment Committee reporting to the Board of Directors. Investments include:

(a) Cash and cash equivalents:

Cash and cash equivalents consist of cash and debt securities with a variety of interest rates and having original maturity dates of less than 90 days.

(b) Fixed income securities:

Fixed income securities consist of Canadian government and commercial bonds or funds investing primarily in fixed income securities with various interest rates and terms to maturity. The fixed income securities have effective interest rates ranging from 1.50% to 5.16% with maturity dates ranging from two weeks to two years. The value of these securities is subject to interest rate and exchange rate fluctuations.

(c) Equity securities:

Equity securities consist of funds invested primarily in equity securities. These securities are subject to market value and exchange rate fluctuations.

As at December 31, 2015, CFHI held equity investments of US\$668,807 (2014 - US\$828,210). Of this amount, US\$334,404 (2014 - US\$414,105) has been allowed for uncollectability as disclosed in note 9 to these financial statements.

(d) Short-term investments:

Short-term investments consist of cash and fixed income securities maturing within the next fiscal year.

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Notes to Financial Statements (continued)

Year ended December 31, 2015

**3. Tangible capital and intangible assets:**

	Cost	Accumulated amortization	2015 Net book value	2014 Net book value
<b>Tangible capital assets:</b>				
Computer equipment	\$ 672,405	\$ 642,750	\$ 29,655	\$ 24,316
Telephone equipment	113,122	104,836	8,286	17,429
Furniture and fixtures	340,184	328,866	11,318	16,259
Equipment under capital lease	99,530	88,803	10,727	21,454
Leasehold improvements	806,683	778,762	27,921	59,519
<b>Intangible assets:</b>				
Computer software	393,702	390,089	3,613	5,192
	<b>\$ 2,425,626</b>	<b>\$ 2,334,106</b>	<b>\$ 91,520</b>	<b>\$ 144,169</b>

Cost and accumulated amortization of tangible capital and intangible assets amounted to \$2,399,630 and \$2,255,461, respectively as at December 31, 2014.

**4. Accounts payable and accrued liabilities:**

At year end, CFHI had no amounts payable for government remittances, such as goods and services tax/harmonized sales tax and payroll-related taxes.

**5. Employee future benefits:**

(a) Plan assets and obligations:

CFHI administers the Canadian Foundation for Healthcare Improvement Employees' Pension Plan, which is a defined benefit plan registered with the Financial Services Commission of Ontario, and covers most of CFHI's employees. CFHI uses a measurement date of December 31 for estimating the plan assets and obligation.

The latest actuarial valuation of the pension plan for funding purposes was performed as at June 1, 2014. The next actuarial valuation for funding purposes is required to be completed as at June 1, 2017, in accordance with the requirements of the Pension Benefits Act (Ontario).

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Notes to Financial Statements (continued)

Year ended December 31, 2015

**5. Employee future benefits (continued):**

(a) Plan assets and obligations (continued):

As part of the regulations governing provincially regulated pension plans, pension plans must meet certain solvency requirements which assume the plans are wound up/liquidated as of the valuation date. The actuarial valuation for funding purposes performed as at June 1, 2014 reported a solvency surplus of \$659,611 and a going-concern surplus of \$442,746, based on economic assumptions applicable at June 1, 2014.

CFHI reviews the performance of the plan on a quarterly basis to determine if additional payments should be made to the plan. In fiscal 2015, CFHI was not required to make any additional contributions (2014 - \$Nil).

The reconciliation of the funded status of the defined benefit pension plan to the amount recorded in the financial statements is as follows:

	2015	2014
Plan assets at fair value	\$ 9,871,584	\$ 8,902,410
Less: Accrued benefit obligation	9,253,087	8,232,205
<b>Employee future benefits asset</b>	<b>\$ 618,497</b>	<b>\$ 670,205</b>

(b) Plan assets:

	2015	2014
Plan assets at fair value, beginning of year	\$ 8,902,410	\$ 7,654,738
Actual gain on plan assets	426,426	946,736
Employer contributions	466,278	466,215
Employee contributions - current service	309,374	315,182
Benefits paid	(232,904)	(480,461)
<b>Plan assets at fair value, end of year</b>	<b>\$ 9,871,584</b>	<b>\$ 8,902,410</b>

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Notes to Financial Statements (continued)

Year ended December 31, 2015

**5. Employee future benefits (continued):**

(c) Accrued benefit obligation:

	2015	2014
Accrued benefit obligation, beginning of year	\$ 8,232,205	\$ 7,068,189
Current service cost	785,810	677,641
Interest cost	467,976	447,924
Benefits paid	(232,904)	(480,461)
Actuarial gain	-	518,912
Accrued benefit obligation, end of year	\$ 9,253,087	\$ 8,232,205

(d) Assumptions:

The significant assumptions used in the actuarial valuation of the defined benefit plan at December 31 are as follows:

	2015	2014
Discount rate	5.50%	5.50%
Rate of compensation increases	4.50%	4.50%
Expected long-term rate of return on plan assets	5.50%	5.50%
Rate of inflation	2.00%	2.00%



**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Notes to Financial Statements (continued)

Year ended December 31, 2015

**6. Deferred contributions from co-sponsors:**

For certain funding initiatives, CFHI receives contributions from co-sponsors. CFHI recognizes revenue associated with these co-sponsor contributions when the funds are disbursed. The nature and amount of changes associated with restricted co-sponsor contributions are outlined below:

	2015	2014
Net deferred co-sponsor contributions, beginning of year	\$ (19,908)	\$ (184,581)
Contributions received during the year	(50,111)	(666,206)
Amounts recognized as co-sponsor revenue	-	27,000
Amounts recognized as program support revenue	70,019	803,879
<b>Net deferred co-sponsor contributions, end of year</b>	<b>\$ -</b>	<b>\$ (19,908)</b>

Presented in CFHI's statement of financial position as:

	2015	2014
Co-sponsor contributions receivable:		
Canadian College of Health Leaders	\$ -	\$ 20,670
Other	-	29,441
	-	50,111
Deferred contributions from co-sponsors:		
Saskatchewan Health	-	55,297
Other	-	14,722
	-	70,019
<b>Net deferred co-sponsor contributions</b>	<b>\$ -</b>	<b>\$ (19,908)</b>

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Notes to Financial Statements (continued)

Year ended December 31, 2015

**7. Capital lease obligations:**

	2015
2016	\$ 10,800
Less amount representing deemed interest at 3%	199
	10,601
Current portion	10,601
Long-term portion	\$ -

The capital lease is secured by photocopiers that have a net book value of \$10,727.

**8. Deferred contributions:**

All of the deferred contributions of CFHI are subject to externally imposed restrictions in accordance with the related Comprehensive Funding Agreement. Investment income earned on the grants received from the Government of Canada is also restricted. Accordingly, these amounts are deferred and recognized as revenue as the related expenses are incurred resulting in CFHI having no net asset balance at the end of the year.

**9. Investment allowance for uncollectability:**

Allowance for uncollectability:

	2015	2014
Allowance for uncollectability (US\$)	\$ 334,403	\$ 414,105
Foreign exchange to CDN\$	120,968	66,298
Allowance for uncollectability (CDN\$)	\$ 455,371	\$ 480,403

**CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/  
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Notes to Financial Statements (continued)

Year ended December 31, 2015

**9. Investment allowance for uncollectability (continued):**

Included in CFHI's investments is \$910,741 (2014 - \$960,806) that is in the process of being liquidated. In 2012, CFHI was informed that it could realize immediate collection of these investments at a discount of 50%. Based on this information, CFHI has maintained an allowance for these investments of 50% of their fair market value.

Subsequent to year-end, a portion of these investments were liquidated resulting in CFHI receiving proceeds of \$82,775.

**10. Allocation of general support costs:**

General support costs of \$2,062,200 (2014 - \$1,759,200) have been allocated to specific functions from Administration and Communication as follows:

	2015	2014
Collaborative for Innovation and Improvement	\$ 845,400	\$ 591,500
Patient Engagement for Healthcare Improvement	421,100	386,100
Education and Training	381,300	576,200
Evaluation and Performance Management	192,300	116,500
Business Development	-	88,900
Northern and Indigenous Health	222,100	-
	<b>\$ 2,062,200</b>	<b>\$ 1,759,200</b>

**11. Capital management:**

CFHI considers its capital to consist of its unused externally restricted contributions which are presented as deferred contributions in the statement of financial position. CFHI's objectives with respect to managing capital are to comply with externally imposed restrictions which fund its ongoing operations. CFHI monitors its capital requirements and objectives through its budgeting process, its financial statement review process and reviews of the terms and conditions contained in its agreement with Health Canada.

CFHI is also subject to external restrictions on its capital with respect to requirements to fund post-employment benefits in accordance with related regulations. CFHI monitors its compliance with these requirements by following the funding recommendations provided by the plan's actuary. The Board of Directors believes that CFHI has adhered to all externally imposed restrictions. CFHI's approach to capital management has not changed from the prior year.

# CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT/ FONDATION CANADIENNE POUR L'AMÉLIORATION DES SERVICES DE SANTÉ

Notes to Financial Statements (continued)

Year ended December 31, 2015

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## 12. Financial instruments and risk management:

### (a) Interest rate risk:

CFHI is exposed to credit and interest rate risk with respect to its interest-bearing investments, as disclosed in note 2.

### (b) Credit risk:

CFHI is also exposed to credit risk relating to its receivables. CFHI reduces its credit risk by dealing with creditworthy counterparties. Management does not believe CFHI is exposed to significant credit risk from its receivables.

CFHI assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in an allowance for doubtful accounts. At year end, there were no amounts allowed for in accounts receivable.

### (b) Foreign currency risk:

CFHI is exposed to foreign currency risk with respect to its investments as disclosed in note 2.

There has been no change to CFHI's risk exposures from the prior year.

## 13. Commitments:

### Operating:

CFHI is committed to payments under operating leases for its premises. In the current period, CFHI extended its lease agreement until June 30, 2017 to align with the funded operations of the entity. At the current rate of operating costs, the amount of the rent is approximately:

2016	\$ 178,662
2017	55,331
	<hr/>
	\$ 233,993

In the normal course of business, CFHI entered into a lease agreement for the rental of its premises. It is common in such lease transactions for CFHI as the lessee to agree to indemnify the lessor for liabilities that may arise from the use of the leased premises. The maximum amount potentially payable under the foregoing indemnities cannot be reasonably estimated. CFHI has liability insurance that relates to the indemnifications described above.