

TRANSFORMING CHIROPRACTIC REGULATION



2014-15
COLLEGE OF CHIROPRACTORS
OF BRITISH COLUMBIA
ANNUAL REPORT



Transforming Chiropractic Regulation

“Our culture as a regulator and organization has shifted to one of a collaborative and public centric nature.”

Transform: [v. trans-fawrm] *to undergo a change in form, appearance, or character; become transformed.*

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STRATEGIC DIRECTION

Vision

Leading and trusted chiropractic care contributing to the transformation of health and wellness.

Mission

We serve and protect the public, and govern the delivery of chiropractic health care by:

- Ensuring the highest possible standards;
- Advancing continued education and research; and,
- Promoting and enhancing collaborative relationships.

The chiropractic profession operates under the Health Professions Act (the Act) which outlines the duties and responsibilities of the college to protect the public, exercise its powers, and discharge its responsibilities in the public interest. The college superintends or regulates the practice of the profession and governs registration according to the Act, its regulation, and its bylaws.

The College is responsible for establishing, monitoring and enforcing standards of practice and enhancing the quality of practice. To that end, it creates and maintains a continuing competency program and a patient relations program to prevent professional misconduct; and, sets and enforces standards of professional ethics. The College engages in progressive disciplinary processes that are transparent, objective and fair.

In performing its duties, the College seeks to enhance collaborative relations with other provincial colleges, regional health boards and other entities in the provincial health care system. Building effective partnerships contributes to the ability of the College's registrants and the College itself to respond and adapt to changes in practice environments, advances in technology and other emerging issues. The Board must govern, control and administer the affairs of the College and is accountable for ensuring the College is meeting its'

mandate. The College has more than 1100 doctors of chiropractic who practice throughout British Columbia and the Board is committed to engaging them in the oversight of their profession and contributing to the transformation of health care in B.C.

In February the Board reviewed the strategic plan developed in 2013 noting that good progress had been made in achieving the ambitious goals laid out at that time. The plan was refreshed and updated identifying needed changes to guide future work. Strategic initiatives moving forward focus on:

- College administration streamlined and refined consistent with system changes;
- Board governance processes to be reviewed and updated to support best practices; and,
- Strengthening collaborative relationships by continuing to build on existing initiatives.

BOARD OF DIRECTORS



Back row, left to right: Dr. Rob Cormack, Dr. Enrique Domingo, Mr. Derek Hall, Dr. David Olson, Dr. Don Nixdorf, Mr. Doug Kellner, Dr. Heidi Benda.
Front row, left to right: Dr. Avtar Jassal, Dr. Chris Anderson, Ms. Karen Kesteloo, Ms. Diana MacKay, Dr. Lidia Mickelson

STAFF



Diana MacKay
Registrar

Major projects:

- 2013-15 Strategic Plan.
- Facilitated transition to new Shared IT System.
- Increased collaboration with other health regulators.



Shelby Thiessen
Accountant

Major projects:

- Managed transition of CCBC accounting system from QuickBooks to Great Plains.
- Direct deposit implementation for staff and directors



Dr. Douglas Wright
Deputy Registrar

Major projects:

- Managed 2014 bylaw amendment process and Professional Conduct Handbook review.
- Brought Practise Self Reviews up to date.



Michelle Da Roza
Communications Manager

Major projects:

- chirobc.com website refresh
- Communications plan
- Managed Shared IT System transition and implementation



Susan Wawryk
Registration Coordinator

Major projects:

- Coordinated online new registration development and implementation process
- Trained and manages online registration applications through the new system.



Emma Espinosa
Office Assistant

Major projects:

- Supported accounting system transition
- Provided operations support during renewal period
- Registrant troubleshooting for renewal registration

EXITING BOARD MEMBERS AND STAFF

To departing staff and board members, we extend a heartfelt thank you for their commitment and contribution to the CCBC.



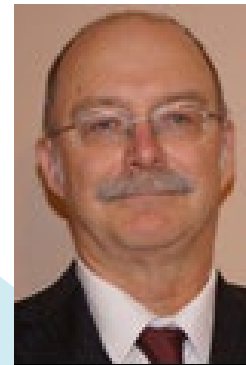
Mila Capina
2002 - March 2015
Accountant



Robert Bucher
January 2010 - May 2015
Public Member
Executive Committee
Patient Relations Committee
Registration Committee



Dr. Shannon Patterson
November 2008 - November 2014
Board Vice-Chair
Patient Relations Committee Chair



Dr. Richard Hawthorne
September 2010 - November 2014
Board Member
Registration Committee Chair

A MESSAGE FROM THE CHAIR

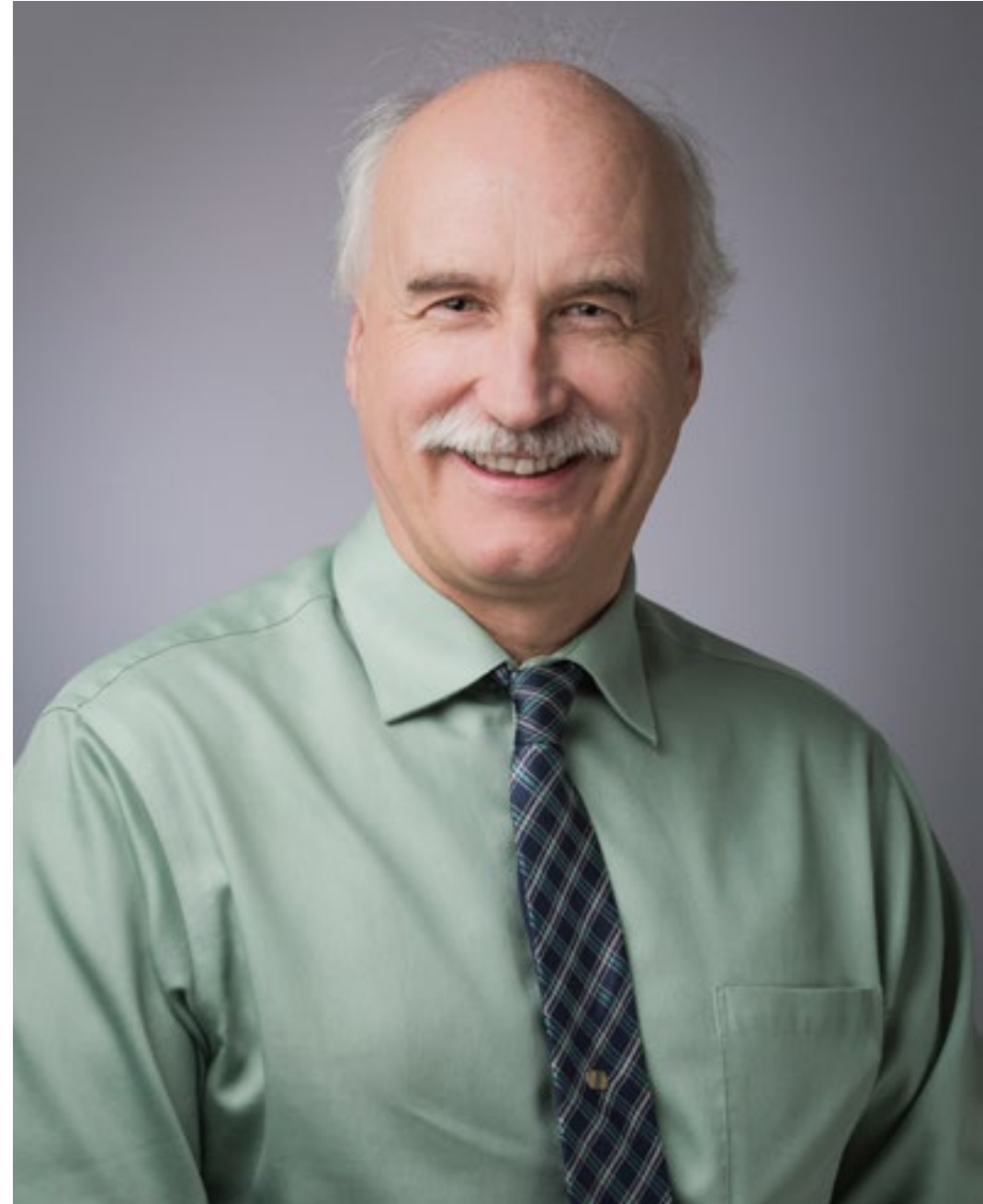
It has been my privilege to have been on the College Board for approximately 20 years. The past couple of years, and especially the past twelve months, has been a time of change and growth of the College of Chiropractors of British Columbia unlike any other. The Health Professions Act clearly defines the role of the College in the regulation of chiropractic practice in British Columbia. It is the responsibility of each registrant to be familiar with the scope of practice of chiropractic and the rules and regulations that grant the privilege to practice chiropractic in BC.

I would like to thank the staff at the College office for their contributions in 2014-15. This year saw the implementation of the Shared Information Technology System that brought the College's database, regulation and licensing procedures into a modern computerized management system. This would not have been possible without the dedicated work of Michelle Da Roza, Susan Wawryk and Shelby Thiessen.

I would also like to thank my fellow board members for their contributions at the Board meetings and on the committees of which they serve. Everyone has contributed valuable time and effort to ensure that the College's mandate is fulfilled.

A special thanks also goes to our Deputy Registrar, Dr. Douglas Wright. With his knowledge of chiropractic and the rules and regulations, our Registrar's outstanding administration skills and the commitment and work of the staff, we have an excellent team in place at the College office.

Over the past few years, the College has undergone quite a transition to become more efficient and effective in its administration under our public protection mandate. This growth and development was initiated and steered by our Registrar, Ms. Diana MacKay.



Diana is retiring effective November 2015.

She began her involvement in the College as Deputy Registrar in 2012 during which time the College was undergoing an administrative transition. We pulled her in from retirement on a temporary basis to give us some time to search for a Registrar.

It became apparent to the Board that Diana had a unique skill set, experience and knowledge of the profession. She was looking forward to a retirement that would allow her time in her garden, among other activities. She initially agreed to stay with the College until the next spring when the bulbs came up and her garden called.

We weren't going to let her go that easily. With some gentle persuasion, she agreed to take on the permanent role of Registrar and we were able to coax her to stay on as each spring approached. While it is with regret that we received her notice of retirement, she has set the College on a path of success for the future.

Her administrative and collaborative skills are outstanding. During her time with the College, she oversaw the implementation of the Shared IT System. She also initiated and worked with the Board on the development of the strategic plan.

She strengthened our relationship with the BC Health Regulators Association. Thanks to Diana's passion to connect with this progressive group of individuals, the CCBC is now a key contributor to regulation in this province and has forged many meaningful partnerships.

She has also instituted a framework for formal Board training and the development of a Board policy manual. Plans are underway to conduct educational sessions for the Board early next year. This is a very important step to ensure that all existing and new Board members are clear in their role and the CCBC's accountability to the public.

As her final legacy to the CCBC, Diana devoted significant time and energy into the business case and implementation of the Shared IT System. This program allows for online, secure and computerized registration renewals and licensing of new registrants. Within four months, with the assistance of Susan, Michelle and Shelby, the new system was in place and enhancements are ongoing.

Our culture as a regulator and organization has shifted to one of a collaborative and public centric nature. Under Diana's leadership, our vision has been clarified to ensure protection of the public first and foremost. Because of her efforts, patients are able to put greater trust in the safe and appropriate delivery of chiropractic health care in BC.

On behalf of the Board, I would like to thank Diana for her sound advice, expert opinion and tireless efforts towards achieving our mandate. All the best in your retirement!

Respectfully submitted,



Dr. David Olson



REGISTRAR'S REPORT: TRANSFORMING CHIROPRACTIC REGULATION

The CCBC is in a state of transformation. The strategic planning process initiated in 2013 that articulated a strategy to put the College on a sound organizational footing saw many objectives realized in 2014-15. The year was marked by exponential growth and opportunity. Maturing as a regulator, the organization embraced the following initiatives:

Collaboration

Shared Information Technology System

Not only does the Health Professions Act (HPA) mandate that registrants support interdisciplinary care, it also sets the stage for Colleges to lead by example and work collaboratively with each other.

Through the successful implementation of a new Information Technology System, the CCBC became the third health regulator to partner in the Shared IT System which was developed by the College of Registered Nurses of BC (CRNBC). In terms of operations, there was a significant shift in the way work is performed. The new Shared IT System facilitates a collaborative working environment where the Board, committees and staff can engage with the CCBC's projects and programs. We are continually reminded that our efforts are for the benefit of the College as a whole, rather than specific facets of our operations.

BC Health Regulators

The CCBC is also an active participant in the BC Health Regulators meetings and educational events. What we've learned from these interactions is that because each of our respective mandates fall under the HPA, the work we do is very similar. As a result of alignment with other health regulators, we are able to share in best practices and gain additional resources and expertise.



From a broader perspective the BC Health Regulators launched a public awareness campaign “Care, Safe, Trust” focusing on building greater public awareness of health profession regulators and their mandate in protecting the public. Of particular note is the focus on the [multi-language website](#) supporting this campaign.

Pacific Academic Institute of Chiropractic

On the educational front, the College supports the establishment of a chiropractic school in BC and has articulated the parameters regarding involvement with the newly created Pacific Academic Institute of Chiropractic (PAIC).

Innovation

A critical look at all administrative and business processes was carried out to determine the most effective way to facilitate appropriate and safe chiropractic care. Components of the Shared IT System incorporate upgraded software programs that promote registrant and patient confidentiality, improve operations efficiency and comply with legislation. Enhancements to the annual Registration Renewal and Application forms now include additional questions to further exercise due diligence on behalf of the public.

In addition, the Shared IT System is continually evaluated against industry best practices and upgrades are applied to maintain currency. The system also provides the ability to create customized solutions that benefit our needs. If we can think it, we can build it.

Accountability

The Board made significant decisions which set the current direction for fulfilling our public protection mandate. From a regulatory perspective, clarification relating to chiropractic scope and business practices were made through finalizing bylaw changes, developing and communicating a clear position on vaccination/ immunization, and initiating amendments to the Professional Conduct Handbook.

Substantial changes to IT systems resulted in working with new partners to deploy a Shared IT System within four months. Despite an aggressive timeline, the Board and staff committed to ensuring

a smooth transition for registrants and the public which was successfully completed.

To support improved communications for both the public and registrants, [a new website](#) was launched and structured for ease of access. This new site allows the College to readily update and enhance information.

Sessions with the Canadian Chiropractic Protective Association and Canadian Chiropractic Examining Board were organized for Board members to provide a better understanding of the role played by these two organizations. Both organizations cited the growing complexity related to providing their services and the potential impact on regulators.

The Deputy Registrar facilitated changes in business processes, impacting outcomes of Committee activities, not only related to performing regulatory roles, but also administrative activities.

The changes and enhancements made in the past year demonstrate that the College is gaining positive momentum in the transformation to become more public centric. Going forward, we are encouraged that our progress will continue to support the delivery of trusted and safe chiropractic care for British Columbians.

Success can be measured by the strength of the support and commitment of the team. Credit for the changes made in the past year can be attributed to our small team of Dr. Doug Wright, Michelle Da Roza, Susan Wawryk, Shelby Thiessen and Emma Espinosa who enthusiastically embraced collaboration with other regulators, enabling the CCBC to undertake significant changes. And finally I have been honored and appreciated the opportunity to have worked as the Registrar at the CCBC. I leave you with these words *“Don’t be sorry that it is ending.... be glad that it happened.”*

Respectfully submitted,
Ms. Diana MacKay

REGISTRATION

The Registration Committee is responsible for reviewing applications for registration which have been submitted to the College of Chiropractors of British Columbia for full, temporary and student classifications. It also reviews applications for changes in registration status and administers the jurisprudence examination. The Registration Committee abides by the Health Professions Act and the associated bylaws of the College of Chiropractors of British Columbia, applying their requirements to either grant, or deny registration.

The Committee reviewed 97 files this past year. There were 83 applications for full registration (including reinstatements, new grads, interprovincial transfers and international), 13 student applicants and 1 temporary applicant.

There was a net increase of 35 full registrants and a decrease of 16 non-practicing registrants during the 2014-15 fiscal year. Total registration at the end of this fiscal year is 1171 (1122 full registrants and 49 non-practicing registrants).

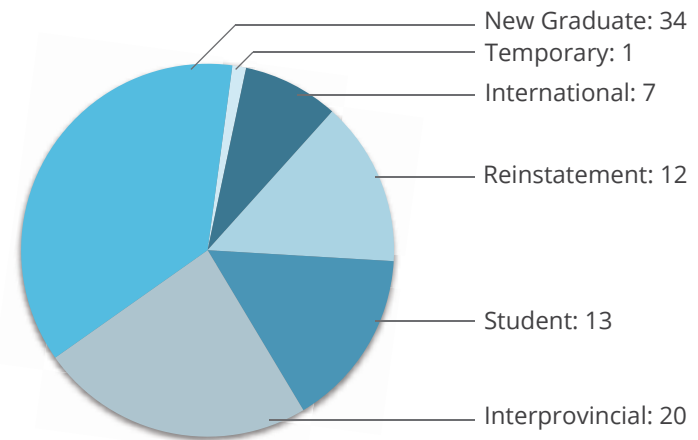
The Registration Committee also reviewed applicable clauses in the CCBC bylaws and, in order to achieve clarity, made recommendations for changes to the bylaws; additionally, the Committee created some policies and re-wrote the jurisprudence exam.

Following the 2014 AGM, Dr. Blake Cameron took on the position as Chair while Dr. Richard Hawthorne stepped down from this role.

- Dr. Blake Cameron, chair
- Dr. Paul Dhaliwal
- Mr. Derek Hall, public member

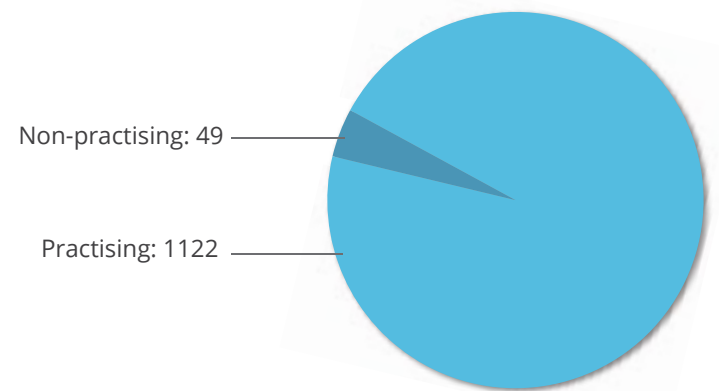
New Registrants

Total: 87



Registration*

Total: 1171



*Temporary and student registrations not reported.

QUALITY ASSURANCE

The Quality Assurance Committee has met quarterly over the past year. We have been successful, through the work of the Deputy Registrar, in revamping the Standards of Practice / Professional Conduct Handbook, as they pertain to the new legislation of the Health Professions Act (HPA). This document is with our legal counsel.

The Practice Self Review process was brought up to date and registrants can now count on being asked to do a PSR every five years. Compliance has been good under the new process.

Continuing Education (CE) monitoring continues to go well, as we completed another reporting cycle. The 2013-15 CE term was the first cycle that required 40 CE hours, up from the previous 24 CE hours required for past cycles. Registrants were recently advised that the end date was changed for the current reporting period (March 31, 2017) and all subsequent CE cycles to better align with operations procedures. Again, compliance has been good.

The Committee is planning to introduce several mandatory CE events that can be rotated into future cycles. We are also planning to introduce a mandatory registration session for new registrants.

The Committee would like to welcome Ms. Pat Lawrence who joined the committee as a public member in January 2015. Thanks to all of the committee members as well as the Deputy Registrar for their hard work on behalf of College.

- Dr. Rob Cormack, chair
- Dr. Enrique Domingo
- Ms. Karen Kesteloo, public member
- Ms. Pat Lawrence, public member



INQUIRY

The Inquiry Committee’s role is to investigate complaints against registrants and former registrants related to contravention of the Health Professions Act (HPA), CCBC regulation, bylaws, and the Professional Conduct Handbook. It also considers cases of failure to comply with conditions placed on registrants, misconduct and incompetence to practice. As well, the Committee can make a motion to undertake an investigation under s. 33(4) of the HPA.

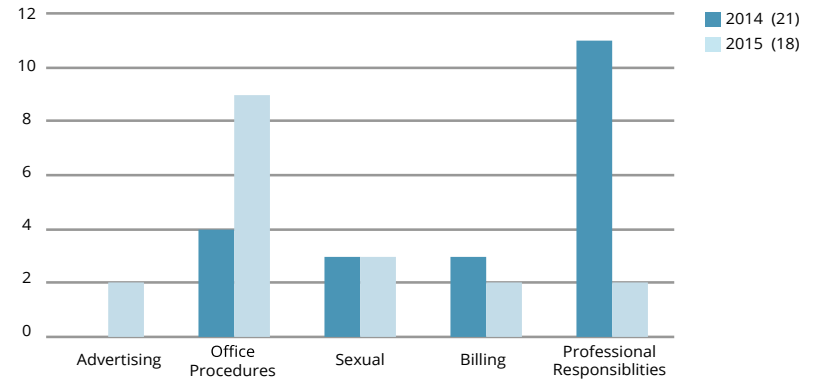
Most complaints are initiated by patients. The College and the Inquiry Committee are obligated to conduct an investigation. Registrants are reminded to respond promptly when contacted by a member of the Inquiry Committee and in a manner that recognizes their response is part of the official investigation record which may be seen by the patient/complainant, the Health Professions Review Board (HPRB) and the courts.

After an investigation is completed, the HPA requires that the complainant be advised that they may request a review from the HPRB if they are not satisfied with the Inquiry Committee’s decision. The Committee has been working hard to investigate complaints thoroughly and with transparency to prevent appeals.

The Inquiry Committee met quarterly over the year and held several teleconference meetings. It investigated 18 complaints.

In December 2014, Dr. Rob Turner stepped down as Chair and Dr. Lesley Taylor-Hughes took over the position. The Committee is grateful to Rob for 6 years of service as chair of the Inquiry Committee since its inception under the HPA and countless years as chair of the Ethics and Discipline Committee. He will continue to serve on the committee as an investigator.

The Committee considered the following 18 new complaints between August 1, 2014 and July 1, 2015:



Twelve of the complaints were submitted in March and April keeping the committee very busy to date! The current status of those complaints:

Status	# of cases
Ongoing	9
No further action	6
No further action with advice	2
Undertaking and consent order	1

No appeals were submitted to the HPRB.

- Dr. Lesley Taylor-Hughes, chair
- Dr. Avtar Jassal, vice-chair
- Dr. Rob Turner
- Dr. Shannon MacNeill
- Ms. Shirley Stocker, public member
- Mr. Doug Kellner, public member

DISCIPLINE

The Discipline Committee consists of six persons appointed by the Board. A minimum of two members of the Committee must be public representatives, at least one of whom must be an appointed Board Member.

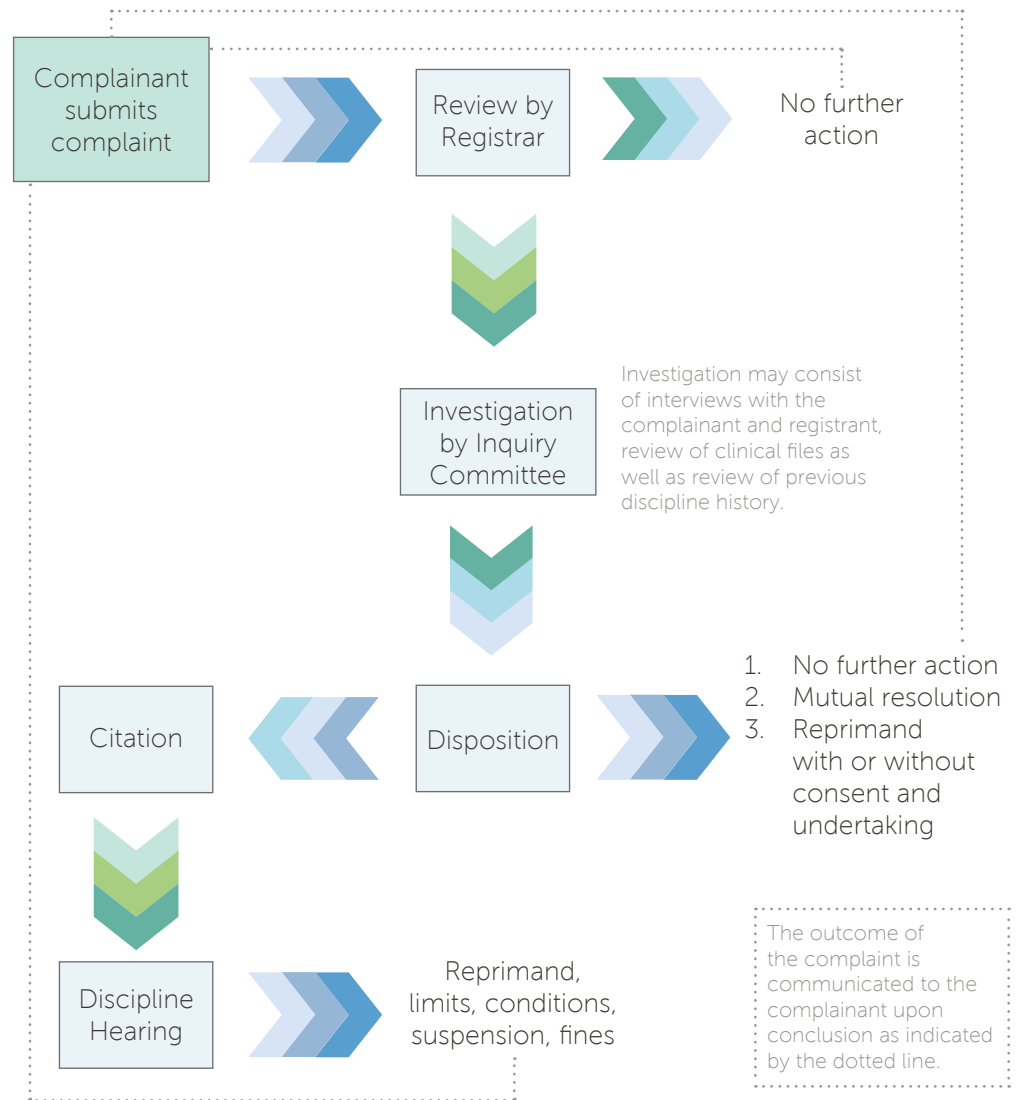
The Discipline Committee works in panels of three to hear cases that have been referred from the Inquiry Committee following their investigation of complaints against registrants. After a hearing of the evidence, the Discipline Committee decides on the propriety of the registrant's professional conduct and the disciplinary action required to address that conduct.

Under the Health Professions Act, the College is required to provide public notice of the discipline decisions rendered by the Discipline Committee, as well as a registrant's consent to discipline after a citation to a hearing has been issued, or a consent or undertaking given in relation to a serious matter. The College provides this notice by posting summaries of the discipline on the College website. To provide the public with a complete discipline history, these postings will include equivalent level disciplinary decisions made prior to transition to the Health Professions Act.

There have been no hearings conducted during this past year at the time of this report.

- Dr. Natalie Williams, chair
- Dr. Brad Dickson
- Dr. Lidia Mickelson
- Ms. Pat Lawrence, public member
- Ms. Karen Kesteloo, public member
- Mr. Derek Hall, public member

COMPLAINT AND DISCIPLINE PROCESS



2014-15 DISCIPLINARY OUTCOMES SUBJECT TO PUBLIC NOTICE

During the year 2014-15 the following disciplinary decisions were made that are subject to public notice under the Health Professions Act. Decisions requiring public notice are listed on the "[Professional Conduct Notices](#)" page of the College website for one (1) year. Thereafter, they can be found by [searching the online registry](#).

January 4, 2015

Dr. Gurmukh (Jim) Sahota, Burnaby

Under section 36 of the Health Professions Act, Dr. Jim Sahota admitted he:

1. entered into an office sharing arrangement that violated the requirements of the Professional Conduct Handbook (the "PCH"), including by not filing an Office Sharing Application,
2. permitted treatment to be performed by an unlicensed health care provider who was not under his direct supervision,
3. failed to record or directly oversee the recording of the history taken from and the examinations, investigations and treatment conducted on the patient, and
4. failed to properly monitor the billing of the patient, with the result that
 - (a) to enhance the likelihood of extended health insurance coverage, treatment was billed as "chiropractic" services when he had not examined, assessed, diagnosed or treated the patient, and
 - (b) it was represented to the patient that fees charged for treatment were mandated or sanctioned by the CCBC.

Based on these admissions, Dr. Sahota agreed to an Undertaking and Consent with the following terms:

1. a reprimand for professional misconduct;
2. an undertaking that, going forward, he will comply with the requirements for office sharing, delegation of treatment, record keeping and billing documentation;
3. suspension for 1 month, but with 3 weeks of that suspension to be stayed provided the balance of the consent terms are met;
4. within 60 days, complete a course on professional ethics as determined by the Registrar; and
5. pay a fine of \$2,500 and costs of \$1,500.

PATIENT RELATIONS

The mandate of the Patient Relations Committee is focused on dealing with professional conduct with a current emphasis of misconduct of a sexual nature, specifically to establish and maintain procedures by which the College deals with these complaints. This is done by monitoring and periodically evaluating the operation of respective established procedures; developing and coordinating, for the College, educational programs for their prevention; developing guidelines for the conduct of registrants with their patients and also providing information to the public regarding the College's complaint and disciplinary process of these events.

As part of our mandate and also recommendations from the Quality Assurance Committee, the Patient Relations Committee will develop a mandatory sexual boundaries and professional misconduct course for registrants. Our criteria for establishing this course included:

- The ability to implement for the 2015-17 continuing education (CE) cycle;
- Relevant and current content;
- Access and availability to all practising registrants; and,
- Reasonable cost for registrants.

"Clear Sexual Boundaries Between Chiropractors and Patients: Responsibilities of Chiropractors" guidelines are currently in development. Additionally, an online registrant exam with multiple choice, true or false and applied scenario questions is expected to be released in the second half of the current CE cycle.

Many thanks to the Committee members and Dr. Doug Wright, Deputy Registrar for their time, support, availability, contributions and commitment to allow the current progress and momentum to date.

- Dr. Heidi Benda, chair
- Dr. Chris Anderson
- Mr. Doug Kellner, public member

The Health Professions Act states that it is the duty of the College to *"to establish a patient relations program to seek to prevent professional misconduct of a sexual nature."*

FINANCE AND INVESTMENT

The Finance/Investment Committee continues to fulfill oversight responsibilities on behalf of the Board of Directors for financial management of the College. Main areas of focus are audit engagement, investment review, budget planning and monitoring of financial operations and results.

New account and financial management systems were implemented during the year as part of the information technology project. The new systems will enable enhanced financial reporting and control.

In the next year the Committee will be undertaking a review of treasury management. Treasury includes the operating accounts which provide cash to meet annual obligations for operational expenditures and fund capital expenditures budgeted for the current year.

During the year the Committee recommended to the Board a change of name for the Registration reserve to Legislation reserve. The objective is to be transparent in the purpose for which these funds are restricted.

As at July 31, 2015 the College reserve balances were:

Discipline reserve	\$151,570
Legislation reserve	\$221,084
Research reserve	\$374,336

- Ms. Karen Kesteloo, chair
- Dr. Heidi Benda
- Mr. Derek Hall, public member



SHARED INFORMATION TECHNOLOGY SYSTEM

The transition to the Health Professions Act (HPA) in 2009 presented new challenges to the CCBC which required us to adapt to changes in legislation and additional requirements. As a result, the CCBC ultimately decided that it was best to pursue a more robust and secure registrant management system.

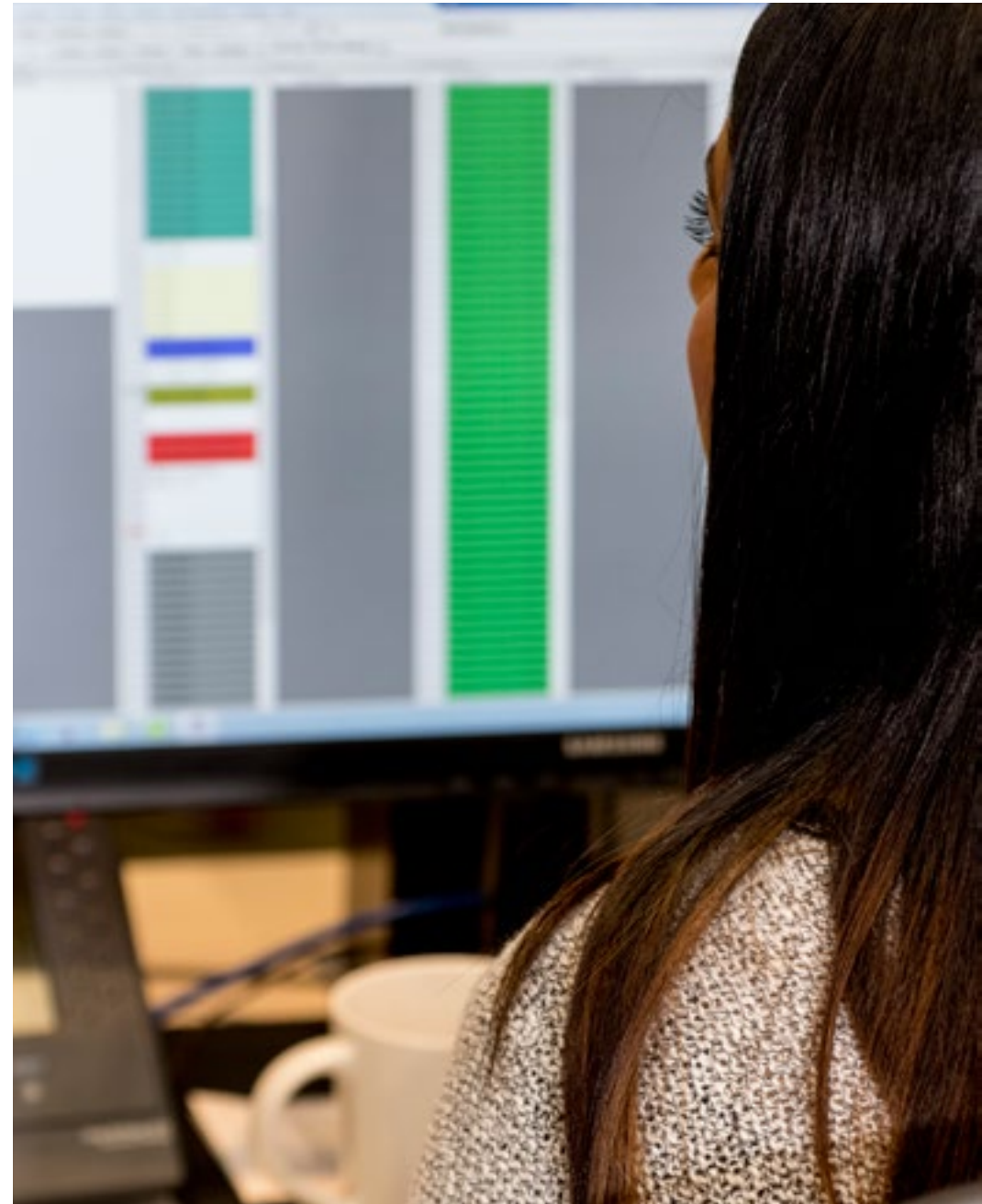
Enter the new *Shared Information Technology System*: After consulting with several other health care regulatory bodies, an opportunity to enter into a cost-sharing agreement for IT and registrant services became available through the College of Registered Nurses of BC (CRNBC) and the College of Licensed Practical Nurses (CLPNBC). Although the scopes of each health college vary drastically, the work we conduct and the legislation we must abide by are nearly identical. The value and functionality of the new system far surpasses any available solution on the market today and is customized for regulatory workflows.

Protecting the public

Given that all BC Health Regulatory Colleges have a duty to serve and protect the public, this change was carefully considered and will directly benefit British Columbians. Enhancements include:

- Compliance with legislation including the HPA, CCBC Bylaws and CCBC Professional Conduct Handbook;
- Improved Chiropractic Doctor verification and search tool with real time information including registration and discipline history;
- Clearer messaging and transparency of CCBC processes;
- Increased security and cyber security measures to protect sensitive information.

The Board approved the transition to the new Shared IT System on February 14, 2015 with the goal of implementing most core processes in time for Registration Renewal on June 1, 2015. Thanks



to the hard work and dedication of the team at CRNBC and CCBC, this goal was achieved in less than 4 months. The success of the new system is evidenced through the following highlights:

- 100% of the registration renewal applications we received for 2015-16 were completed online.
- Over 97% of existing registrants renewed their registration by July 31, 2015 which is the highest annual renewal rate on record. (1195 registrants required to renew, 1165 renewed by July 31, 2015.)
- All renewal communications to registrants were electronic. Not one printed invoice or printed notice was sent to any registrant regarding registration renewal.
- On a scale of 1-10 with 10 being excellent, the average registrant rating of the new renewal process was 8.05 (685 surveys completed).
- Streamlined collection of required information including location of patient records for retired practitioners, licenses with other jurisdictions or health professions and x-ray certification details.
- All renewal forms including Form 4 Registration Renewal, Form 9 Corporation Renewal and criminal record re-checks are now fully integrated into one streamlined online process.
- Enhanced online registry provides real time updates of registration status. <http://registry.chirobc.com/>
- Receipts, registration certificates and corporation permits are all available in the registrant's online account (self service).

Collaborating in the interests of public health

The Registration Renewal process was a huge test for the new system but progress does not stop there. As the name implies, being a part of the Shared IT System means that the CCBC is a partner in the enhancements and upgrades going forward. Along with CRNBC, CLPNBC and most recently, the College of Midwives of BC, the CCBC sits on the Shared IT System Steering Committee which approves the annual budget and improvement projects. Each of us has a vested interest in ensuring the program's sustainability and ultimately the protection of the public's interest.

There are many other regulators, both in BC and across the country who have expressed interested in the Shared IT System. The BC Chiropractic Association also recently made the decision to partner in the system. Our expertise and resource base have expanded significantly and continue to develop as a result of these collaborations. We are looking forward to working with many new health professions and organizations.

The CCBC would like to sincerely thank CRNBC and CLPNBC for the opportunity to partner in the Shared IT System. This type of system is unprecedented in BC and ensures all participating health professions are held to the same standard of care under the Health Professions Act.



“Each of us has a vested interest in ensuring the program’s sustainability and ultimately the protection of the public’s interest.”



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