



College of
Chiropractors
of British Columbia



2014 Annual Report

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The CCBC Board: Back row, left to right: Dr. Doug Wright - Deputy Registrar, Mr. Derek Hall - Public Member, Dr. Heidi Benda - Lower Mainland Director, Mr. Robert Bucher - Public Member, Dr. Robert Cormack - Lower Mainland Director, Dr. Avtar Jassal - Lower Mainland Director, Mr. Doug Kellner - Public Member, Dr. Chris Anderson - Vancouver Island Director.
Front row, left to right: Dr. Enrique Domingo - Lower Mainland Director, Ms. Diana MacKay - Registrar, Dr. Dave Olson - Chair, Ms. Karen Kesteloo - Public Member, Dr. Shannon Patterson - Vice-Chair.
Not pictured: Dr. Richard Hawthorne - Interior Director

Vision

Aspiring to the highest standards of Chiropractic Care transforming health and wellness.

Mission

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

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



A Message from the Chair

The people of BC need chiropractic care. They need a profession of highly skilled and competent health care professionals who specialize in the spine and nervous system and its' associated neuro-muscular and non-neuromuscular disorders. Chiropractors are uniquely qualified to provide the public with a safe, non-invasive, medication free approach to spinal care and wellness.

The College of Chiropractors of British Columbia (CCBC) was established by the provincial government to superintend the practice of chiropractic in this province. The reports in this publication are from committees established by the By-Laws of the College of Chiropractors under the Health Professions Act. Each committee is made up of doctors of chiropractic and public members who dedicate their time and talents to not only superintend the practice of chiropractic in BC, but to help lead the profession forward in the public interest by setting policies and standards. These policies and standards ensure each patient receives the utmost care and attention and appropriate diagnosis and treatment.

Health care professionals have significant responsibilities. While it has been said over and over, it is a privilege, not a right, granted by the Government of British Columbia through the College of Chiropractors of BC, to practice chiropractic and to be entrusted with

patient care. Every chiropractor in BC must remember the trust that patients place in them for competent health care that it is up to date with current practice standards. The College has a duty and responsibility to ensure that all registrants continue to maintain and further their clinical skills and apply them appropriately. The public has a right to a consistent experience when visiting a chiropractor.

Over the past year, the College has been moving forward and working toward fulfilling our mandate to protect the public interest. We are following our Strategic Plan that was adopted in 2013. I am pleased to have Dr. Doug Wright join our staff as Deputy Registrar this year to assist our tireless Registrar, Ms. Diana MacKay in the operational side of the College. Diana in particular brings a unique set of skills and perspective to our administration team that has been welcomed as the College moves forward as an organization. And many thanks to Susan Wawryk for her interactions with the public and the profession on behalf of the college and also contributing current and historical background information to the board when needed.

I would also like to thank Dr. Shannon Patterson and Dr. Richard Hawthorne who are stepping down this year following completion of their terms. Shannon served as Vice-Chair of the board for the last three years and Chair of the Patient Relations Committee for the last six years. Richard was the board representative from the interior and Chair of the Registration Committee for

four years. Unfortunately, there were no nominations for a new representative from the Interior. The College will be requesting applications of interest from members for this position and will appoint a member until next year's election. There is a leadership void in our profession across Canada, and here is an opportunity to get involved on a Board level to ensure quality chiropractic care is available to everyone in BC.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'D. Olson', with a long horizontal stroke extending to the right.

Dr. David Olson

Committee Chairs



Dr. Richard Hawthorne
Registration
Committee



Dr. Robert Turner
Inquiry Committee



Dr. Robert Cormack
Quality Assurance
Committee



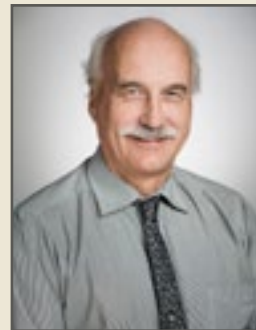
Dr. Shannon
Patterson
Patient Relations
Committee



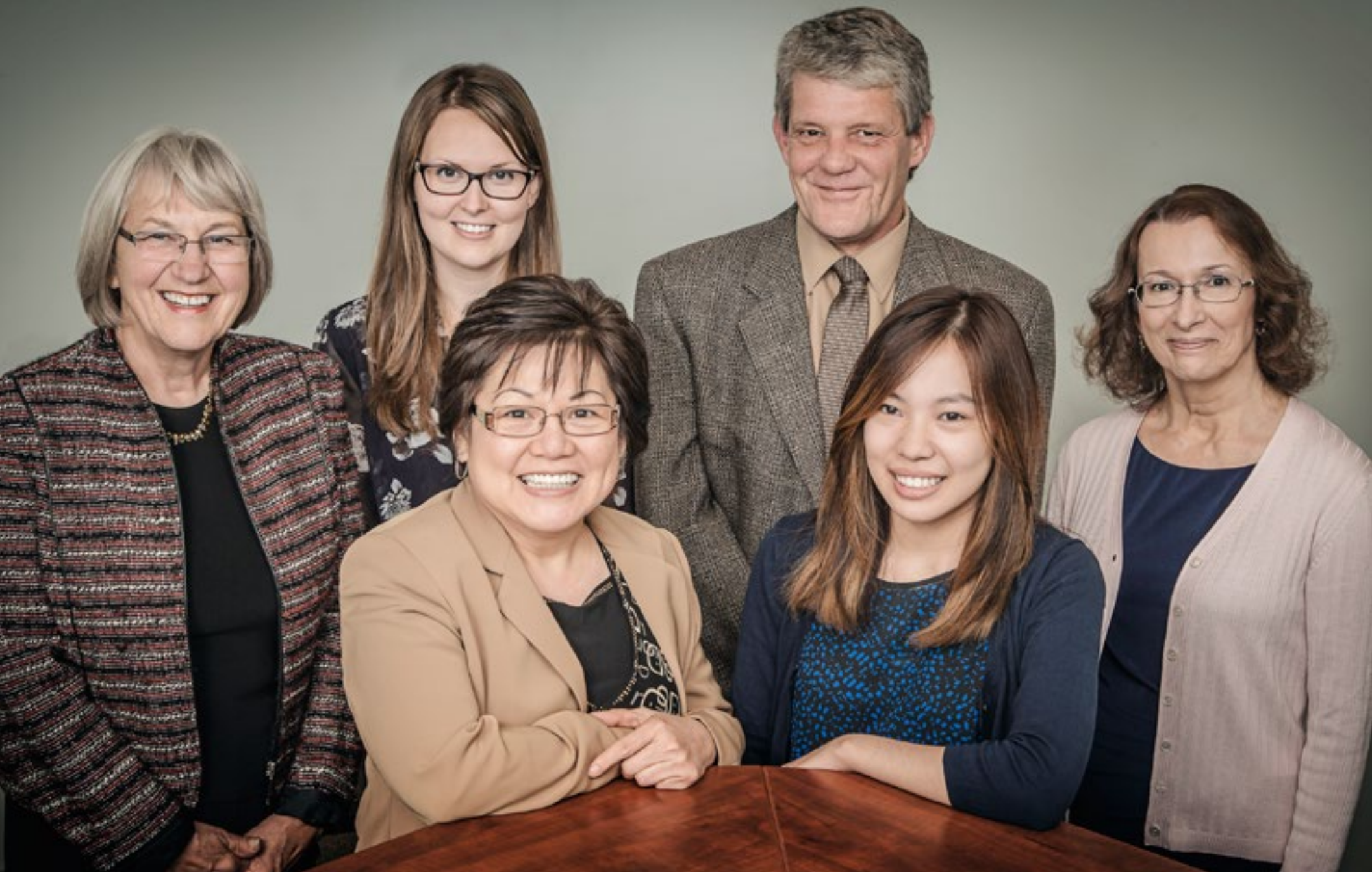
Dr. Natalie Williams
Discipline Committee



Ms. Karen Kesteloo
Finance &
Investment
Committee



Dr. David Olson
Executive
Committee



CCBC Staff: Back row, left to right: Ms. Diana MacKay - Registrar, Mrs. Michelle Da Roza - Communications Manager, Dr. Doug Wright - Deputy Registrar, Mrs. Susan Wawryk - Registration Coordinator.
Front row, left to right: Ms. Mila Capina - Accountant, Ms. Emma Espinosa - Administrative Assistant.



Registrar's Report

This past year was productive for the CCBC; a number of steps were taken to reach goals articulated for the first year of the current strategic planning process. Alignment of the College administrative organizational structure with the Board's mandate resulted in the welcome addition of Dr. Douglas Wright, as Deputy Registrar to coordinate mandatory committee and clinical matters. These changes also facilitated an increase in support and standardization of business processes for mandated committees and the addition of several new committees which provide an increased focus on decision making related to business matters and financial responsibility.

These changes contributed to providing a sound basis for discharging responsibilities related to public safety and interests and creating an engaged profession that contributes to enhancing health and wellness for British Columbians. In addition, the plan aligned efforts of the Board and staff toward those actions that will have the greatest impact.

Significant measures towards promoting and enhancing collaborative regulatory relationships occurred when BC Health regulators formalized activities by the forming and registering a society. The objectives of the society include collaborating on the development of common approaches to core regulatory functions as identified in the legislation, sharing experience, skills, resources and expertise as appropriate in support of the common public interest mandate amongst the organization's

members, responding to and working collaboratively with government and others on health profession regulatory matters, and providing opportunities for the growth and development of its members (inclusive of staff, boards and committees) through appropriate educational supports and mentorship. A public awareness strategy utilizing a variety of communication media is now into the second year of a three (3) year strategy.

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.

Improved resources were developed to assist registrants with understanding the legislation, regulations, professional standards, conduct and also to addresses common practice matters. One example is the Registrants' Information Manual that was launched in July 2014.

Changes to Section 57.2 of the Bylaws increasing continuing education from twenty four (24) to forty (40) hours introducing greater flexibility while meeting mandatory requirements were implemented and tools for improved monitoring and reporting were incorporated.

Changes were made to the Practice Self Review process incorporating increased feedback to assist registrants with the completion of high quality clinical records and to ensure currency of certification for imaging installations. A total of 305 Practice Self Reviews were completed by registrants and reviewed by the College.

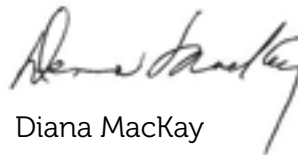
The words that the work of the College is accomplished by a very small, dedicated and incredibly efficient staff took on a new meaning in 2013. Dr. Don Nixdorf retired as Executive Director July 31, 2013 and Michelle Da Roza left on maternity leave in August, 2013.

A much deserved thank you to Susan Wawryk and Mila Capina assisted by Leona Cullen and Emma Espinosa for their commitment to ensuring that statutory requirements were fulfilled and day to day College functions and operations were managed in a timely and effective manner.

To the Board and committees thank you for your ongoing support and responding to the increasing demands in adapting to the changing health care environment. The leadership demonstrated by public members was significant, as sound and insightful contributions were made to governance, developing meaningful measures for accountability and ensuring that the legislative mandate is met.

Self-regulation is not an entitlement but a privilege and it does not come automatically but rises and falls at the will of legislature. It is with this uppermost in mind we must continue to show leadership in regulatory responsibility and demonstrate that the chiropractors of BC value, respect and protect the public trust.

Respectfully Submitted,



Diana MacKay

Registration Committee

The Registration Committee (RC) is responsible for reviewing applications for registration with the College of Chiropractors of B.C. The RC abides by the Health Professions Act and the By-laws of The College of Chiropractors of B.C. and uses these to grant or deny registration.

The RC scrutinized eighty two files this year. There were seventy full applications (including reinstatements, new grads, interprovincial transfers and substantial equivalent), seven student applicants and five miscellaneous (answering inquiries about practice requirements in B.C., applications not completed). There was a decrease of thirty five registrants this year through members changing to non-practicing or deleting membership.

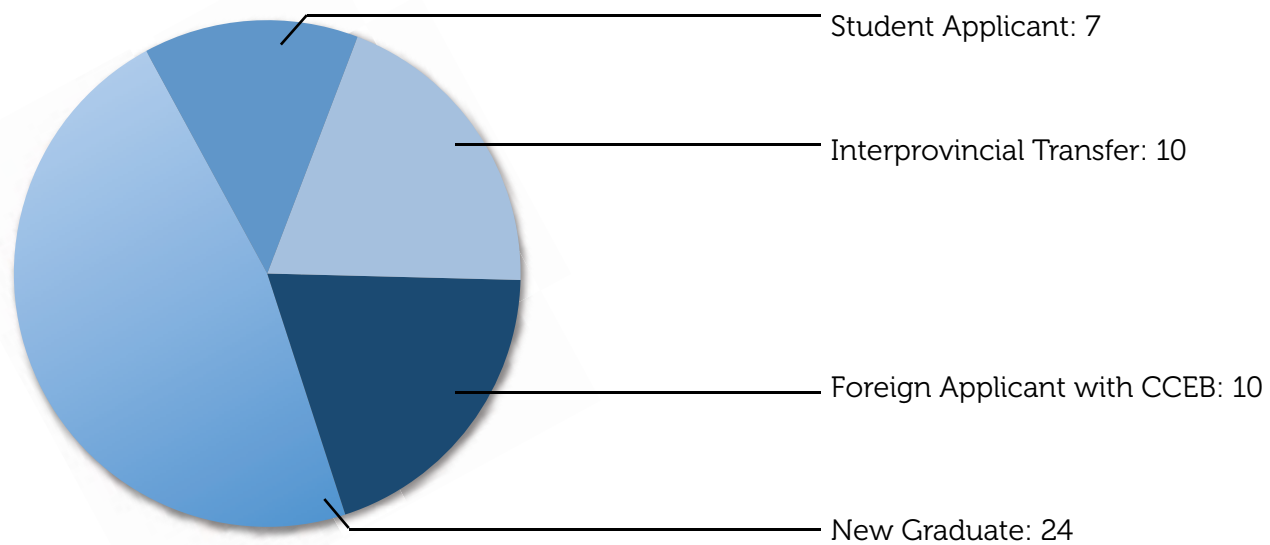
The RC also reviewed the clauses in the bylaws and made recommendations which have been forwarded for changes to the bylaws to better define how substantial equivalence will be applied.

Registration Committee:

- Dr. Richard Hawthorne (chair)
- Dr. Blake Cameron
- Mr. Bob Bucher

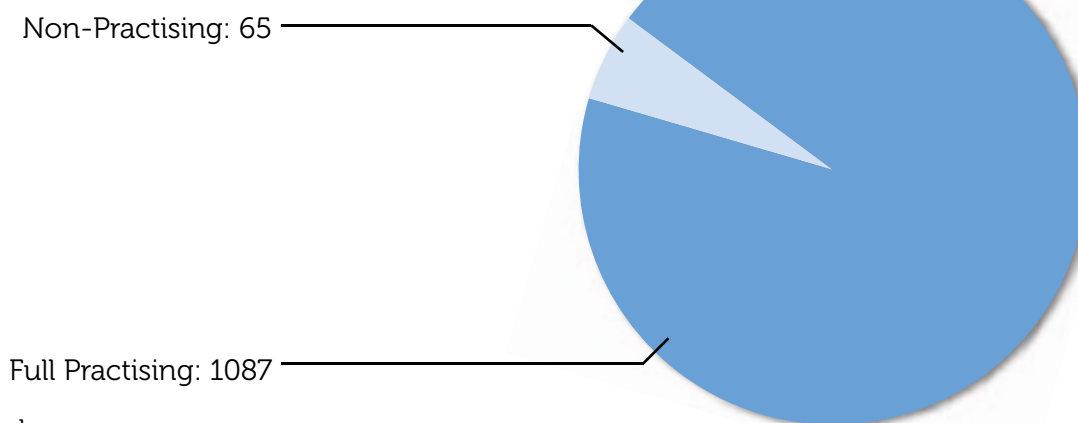
New Registrants

Total: 51



Registration*

Total: 1152



*Temporary and student registrations are not reported.

Inquiry Committee

The Inquiry Committee (IQC) responded to 18 complaints this year, down from last year's number of 28.

The IQC investigates a written complaint when it is alleged that a registrant failed to comply with the Health Professions Act, the CCBC Bylaws and/or the Professional Conduct Handbook. The IQC deliberates to resolve complaints made against chiropractors after conducting a comprehensive investigation of the complaint to ensure a just and fair process for both the patient and chiropractor. Our mandate is to protect the public.

After the investigation, which should be completed in 120 days, we advise the complainant and the registrant of the disposition. The Registrant may accept the disposition sought by the Committee or may reject it, in which case the matter would proceed to the Discipline Committee for a hearing. The complainant has the right to appeal the decision of the Inquiry Committee to the Health Professions Review Board. However, as in law, the appeal must be based on a failure of some kind by the IQC. In the past year, two cases were appealed.

Interestingly, in the previous year, one registrant (as the complainant) initiated several appeals with the Health Professions Review Board disputing the Committee's

dispositions. After reviewing this matter, the HPRB upheld the Committee's decisions and ordered the registrant to reimburse the College \$17,000 for costs.

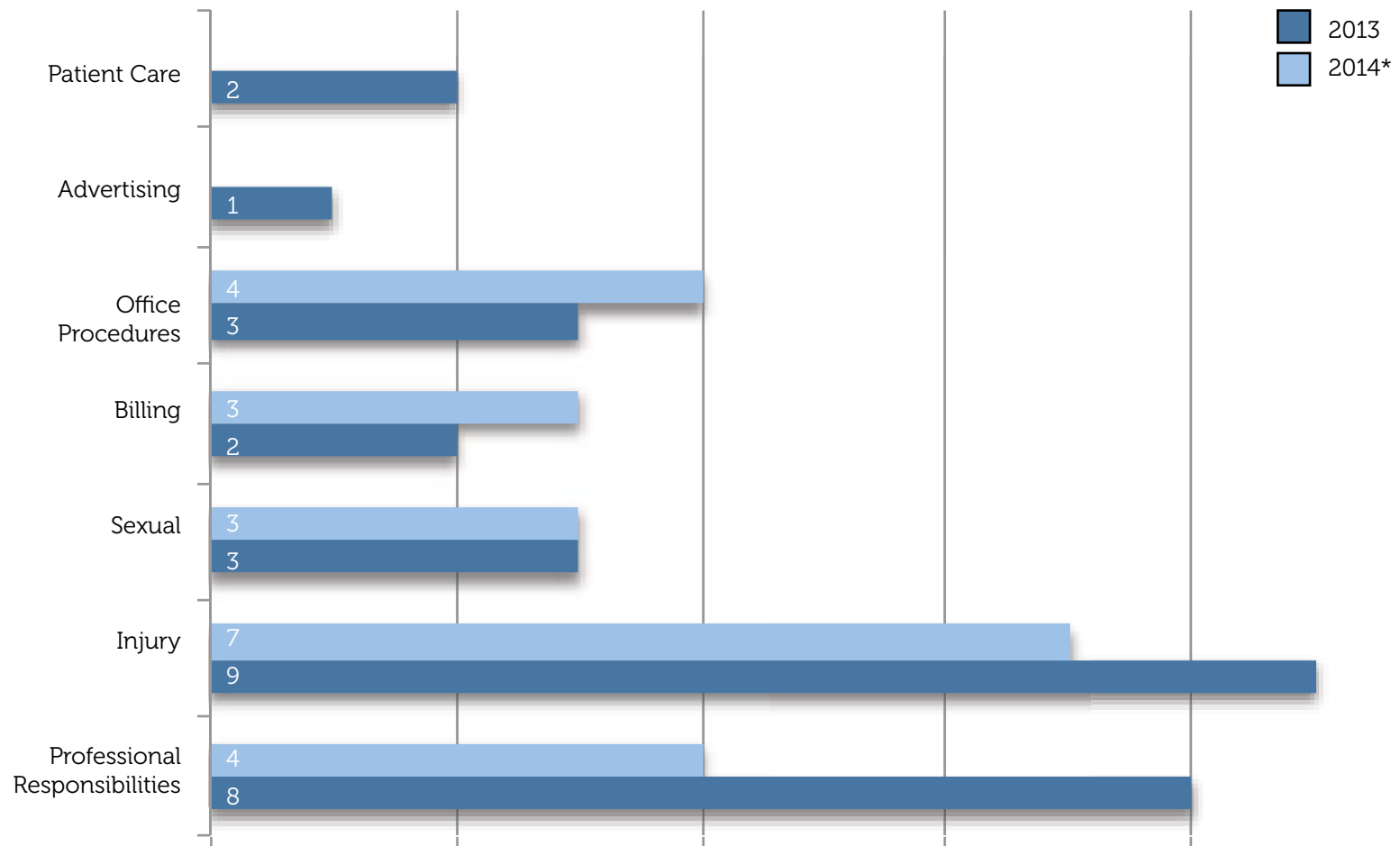
Status	# of Cases
Dismissed / No further action	10
Dismissed with advice	4
Reprimand	1
Reprimand and fine	2

The committee's advice? Communicate clearly and effectively with your patients. Advise them as to what you are going to do (treatment, technique, billing, etc.) and obtain their consent, agreement and/or permission. Communicate, communicate, communicate!

Inquiry Committee:

- Dr. Robert Turner (chair)
- Dr. Lesley Taylor Hughes (vice chair),
- Dr. Shannon MacNeill
- Dr. Avtar Jassal
- Mr. Doug Kellner
- Ms. Shirley Stocker

Summary of Investigations



*Includes cases that are carried over from the previous year.

Discipline Committee

The Discipline Committee consists of six persons appointed by the CCBC 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 are 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 include equivalent level disciplinary decisions made prior to transition to the Health Professions Act.

For this past reporting year, there were no hearings conducted by the Discipline Committee.

Discipline Committee:

- Dr. Natalie A Williams (chair)
- Dr. Brad Dickson
- Dr. Chris Anderson
- Ms. Pat Lawrence
- Ms. Karen Kesteloo
- Mr. Derek Hall

2013-2014 Disciplinary Outcomes Subject to Public Notice

During the year 2013-2014 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 "Complaints/Discipline" page of the College website for one (1) year. Thereafter, they can be found by searching the registrant's name using the "Find a Registered member" website search function.

October 11, 2013

Dr. Peter Ting, Vancouver

Under section 37.1 of the Health Professions Act, Dr. Peter Ting admitted to (1) permitting his office assistant to provide decompression and laser treatment to patients when he was not present in the office, (2) failing to monitor the safety of patients receiving decompression treatment alone in a room with the door closed and without the means to stop the operation of the decompression table or communicate with him, (3) failing to keep timely accurate and comprehensive clinical records in respect of each patient contrary to section 72 of the Bylaws and section 2.1 of the College's Professional Conduct Handbook (the "PCH"), (4) receiving prepayment from patients for more than 12 office visits contrary to then sections 5.2 and 5.3 of the PCH, and (5) failing to cooperate with an inspection of his office contrary to section 74 of the Bylaws and section 31 of the Health Professions Act. Based on those admissions, Dr. Ting consented to an Order from the Inquiry Committee (1) reprimanding him, (2) suspending him for 6 months, but with 5 months of that suspension to be stayed, if over a 5-month period, he complies with terms that require him to submit copies of his daily chart notes initialed by the patient treated, and requiring him to (3) pay costs of \$25,000, and (4) submit an undertaking to the College concerning delegation of treatment, monitoring of patient safety and maintenance of clinical records.



Care

Make sure your health professional is regulated, licensed and accountable.

Regulated Health Professionals
Our purpose, your safety

Audiologists, Chiropractors, Certified Dental Assistants, Dental Hygienists, Dental Technicians, Dentists, Dietitians, Dispensing Opticians, Hearing Instrument Practitioners, Licensed Practical Nurses, Massage Therapists, Midwives, Naturopathic Physicians, Nurse Practitioners, Occupational Therapists, Opticians, Optometrists, Pharmacists, Pharmacy Technicians, Physicians and Surgeons, Physiotherapists, Podiatrists, Psychologists, Registered Food Safety Nurses, Registered Nurses, Social Workers, Speech-Language Pathologists, Traditional Chinese Medicine Practitioners and Acupuncturists

For more information visit www.bchealthregulators.ca




Safe

Make sure your health professional is regulated, licensed and accountable.

Regulated Health Professionals
Our purpose, your safety

Audiologists, Chiropractors, Certified Dental Assistants, Dental Hygienists, Dental Technicians, Dentists, Dispensing Opticians, Hearing Instrument Practitioners, Licensed Practical Nurses, Massage Therapists, Midwives, Naturopathic Physicians, Nurse Practitioners, Occupational Therapists, Opticians, Optometrists, Pharmacists, Pharmacy Technicians, Physicians and Surgeons, Physiotherapists, Podiatrists, Psychologists, Registered Food Safety Nurses, Registered Nurses, Social Workers, Speech-Language Pathologists, Traditional Chinese Medicine Practitioners and Acupuncturists

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Trust

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For more information visit www.bchealthregulators.ca



The College of Chiropractors of BC is one of twenty-three health regulators in our province. BC's health regulators work together in the interests of the public to emphasize the importance of finding a registered health provider. The above images highlight the 2013-2014 "Care Safe Trust" campaign which was broadcast through television, online and print media in a variety of different languages.

Quality Assurance Committee

The Quality Assurance Committee's (QAC) mandate is to promote high standards of practice amongst the registrants of the College. The Committee is composed of four members. Two members are chiropractic board members and two are members from the public. Of the two public members; one is a public board member and the other is a public representative appointed by the CCBC Board.

The Committee administers the Practice Self-Review (PSR) program and oversees continuing education credits of College registrants. The Committee also works on a number of matters related to the Health Professions Act (HPA).

The QAC is undertaking the task of updating the Professional Conduct Handbook and the Code of Ethics to reflect the current legislation under the HPA. This means rewriting the handbook page by page which is a long-term task.

The QAC revised the PSR program and the Criminal Records Check (CRC) procedures. The PSR process was streamlined and is now running smoothly on a five year cycle. The Provincial Government and Ministry of Justice made changes to the CRC procedures and this has resulted in some registrants being required to submit finger prints

in order to receive their CRC clearance. The College and other regulated professions, through the Health Professions Regulators of BC, are monitoring this program. Registrants are reminded that CRC are mandatory and should be completed promptly.

The first year of the CE cycle, with new hourly and content requirements seems to have gone well and registrants are logging their credits online through the Member Extranet. The QAC receives monthly monitoring reports of CE and PSR progress.

The QAC met numerous times this year to discuss and review CE audit procedures, Standards of Practice, Corporation permits and Privacy related issues.

Quality Assurance Committee:

- Dr. Robert Cormack (chair)
- Dr. Enrique Domingo
- Ms. Karen Kesteloo



Dr. Doug Alderson: Advancing Quality Assurance for a Generation

Fifty years ago, Quality Assurance for BC's 100 registered chiropractors was in its infancy. In 2014, over ten times as many chiropractors now call BC "home". With the help and guidance of Dr. Doug Alderson, the College of Chiropractors of BC was able to successfully develop the Quality Assurance program to meet the needs of our growing demographic and the rapidly evolving environment in which they practice.

Dr. Alderson opened his North Vancouver practice in 1965. Volunteering and giving back to the profession was a way of life back then and routinely done without reimbursement. Doug was no exception to the rule. As a College Board member, he served as Registrar from 1971- 1975. In those early days, Doug says although the profession was very small, the group was one of fellowship and brotherhood, consisting of highly charged and motivated registrants. As a result, when a concern came to the surface, chiropractors took part in discussions to address the problem, something that was deemed a benefit to the entire profession.

In the early 70's, the Peer Review Committee chaired by Dr. Alderson, conducted the first formalized reviews in conjunction with Medicare whose primary concern was related to billings. College Board members (the President, Secretary Treasurer and Registrar) also initiated "Road Trips" where they visited each chiropractor to conduct office inspections once in a five (5) year cycle. Continuing education hours were introduced during this time with requirements that could be met by attending the Annual General Meeting and BC Convention, events that were a highlight for doctors to get together and share experiences and knowledge.

Doug continued to pour his time and effort into the profession and in 2002, was asked once again to step into the role of Registrar, a position he held until 2010. Under his leadership, the College saw the introduction of the Health Professions Act. The Quality Assurance process also became more comprehensive, structured and formalized as changes in size of the college register, technology and approaches to providing chiropractic treatment evolved. These improvements include the implementation of standards to support practice self-reviews (PSR) conducted by registrants and corrective measures to address deficiencies as site visits to all registrants were no longer viable with increasing registrant numbers. There was also an increase in the hours required for Continuing Education and an enhanced monitoring process to ensure compliance.

Dr. Doug Alderson received numerous awards and has held senior offices both nationally and provincially (too numerous to list) in his commitment to better the Chiropractic profession. His excitement for the profession and its future continues despite the fact that he is currently enjoying his retirement years.

Needless to say, Doug played an integral part in shaping the chiropractic profession in BC throughout the past 50 years; A remarkable achievement. Looking ahead, he sees a bright future, one where patients continue to seek effective health care from competent chiropractors. "Patients will still come, the technology and science will change, but in the end the patients will be adjusted and get better and healthier".

The College of Chiropractors of BC loudly applauds the efforts and accomplishments of Dr. Doug Alderson and is sincerely grateful for his countless contributions over the years.

Health Professionals You Can Trust

The College of Chiropractors of British Columbia sets the standards for chiropractic doctors to practice in BC. Continuing education requirements, practice reviews and regular criminal record checks are just a few of the methods used by the College to ensure that BC's chiropractors are fit to practice.



Patient Relations Committee

The Patient Relations Committee (PRC) of the College of Chiropractors of British Columbia continues to move ahead with various initiatives reflecting our legislative mandate.

Following the CCBC undertaking a Strategic Planning Session in 2013, several themes emerged which were reflected in the discussions and planning of the PRC moving ahead. The theme of “Collaborative Relationships” with other health professions was one of those themes which emerged that we felt necessary to embrace within our committee – reflecting the changing times within health care. While our practices may take various forms such as solo to multidisciplinary, regardless, it remains in the patients best interest to embrace a collaborative approach to their care.

Within this realm, the PRC has been in discussion with various colleges and regulatory bodies in looking at collaborative approaches to member education. Given that boundaries and sensitivities issues are not unique to each profession, taking a collaborative approach to developing and implementing these programs can improve the lens through which we view these issues in our changing times. What may have been appropriate and socially acceptable ten or twenty years ago, may not be acceptable today.

Stay tuned to latest updates from this committee as new programs emerge.

The mandate of this committee is as follows (taken from Part 1, section 19 of the By-laws of the HPA):

- Establish and maintain procedures by which the college deals with complaints of professional misconduct of a sexual nature;
- Monitor and periodically evaluate the operation of procedures established under paragraph (a);
- Develop and coordinate, for the college, educational programs on professional misconduct of a sexual nature for members and the public as required;
- Establish a patient relations program to prevent professional misconduct, including professional misconduct of a sexual nature;
- Develop guidelines for the conduct of registrants with their patients; and
- Provide information to the public regarding the college’s complaint and disciplinary process.

Patient Relations Committee:

- Dr. Shannon Patterson (chair)
- Dr. Heidi Benda (vice-chair)
- Mr. Bob Bucher

Finance & Investment Committee

The Finance/Investment Committee was created by the Board of Directors in November 2013. The inaugural meeting was held December 13, 2013 to establish a work plan for fiscal 2013/2014 and develop the Committee Charter.

The Charter sets out guiding principles for the Committee, on behalf of the Board of Directors, in fulfilling their oversight responsibilities for financial management for the College. The Committee oversees the budget, financial operations and results; monitors the adequacy and condition of capital assets; reviews and makes recommendations on investment activities; and in the absence of an Audit Committee, oversees the annual audit process.

The 2013/2014 work plan was comprised of four major components: Audit Engagement, Investment review, Budget planning and Fund accounting. A formal audit engagement process was developed and implemented. Quarterly investment reviews are scheduled and undertaken with the investment managers. The annual budget process was redesigned to engage Committees, Board, Administration and other stakeholders. Work has begun on assessing internal reporting processes.

Annual review of the College's investment policy statement together with advice from our financial advisors led to revision of the asset allocation to better reflect the investment objectives, enhance returns and lower exposure to interest rate volatility.

The collaborative budget development process and related risk assessment resulted in recommendation to the Board of Directors to establish an internally restricted Discipline Reserve Fund of \$150,000.

As at July 31, 2014 the College reserve balances were:

Discipline reserve	\$150,000
Registration reserve	\$260,437
Research reserve	\$369,063

Finance & Investment Committee:

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



Patient Records: Know Your Rights

The BC Limitations Act requires all health professionals to maintain copies of clinical records for at least 15 years. Files must be kept in a secure location to ensure confidentiality. Patients have the right to request copies of their records at any time. In some cases, a fee will be applied to produce a file.

College of Chiropractors of British Columbia

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