

Honouring the past, building for the future



2022-2023
ANNUAL REPORT



COLLEGE OF
CHIROPRACTORS
OF BRITISH COLUMBIA

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Territorial Acknowledgement

Although the CCBC office is located on unceded Coast Salish territory, represented today by the Musqueam, Squamish and Tsleil-Waututh Nations, the College acknowledges the lands of Indigenous peoples across the part of Turtle Island known to some settlers as the province of British Columbia.

WHAT IS A TERRITORIAL ACKNOWLEDGEMENT?

Acknowledging territory is a simple act of giving thanks to and honouring the First Peoples on whose traditional territories we live and work. Territorial acknowledgements show recognition of and respect for Indigenous communities, who have protected and have been stewards of this land. Recognition and respect are essential elements of establishing healthy, reciprocal relations. These relationships are key to reconciliation.

While acknowledging territory is very welcome, it is only a small part of cultivating strong Indigenous relationships. Acknowledging territory and First Peoples should take place within the context of genuine and continuous work to forge real understanding, and to challenge colonial legacies.

To learn more about the people of the Musqueam, Squamish and Tsleil-Waututh

Nations, please visit musqueam.bc.ca, squamish.net and twnation.ca.

To learn more about territorial acknowledgements, visit the [Indigenous Perspectives Society](https://indigenousperspectivesociety.ca) and the [Canadian Association of University Teachers](https://canadianassociationofuniversityteachers.ca) websites, and Fraser Health's video with Len Pierre on [Territorial Acknowledgement Protocol](#).

For more resources specific to territorial acknowledgement, CCBC has been sharing what we have learned with our stakeholders and community partners through our [designated territorial acknowledgement page](#). For example, a good place to start is determining where you are acknowledging territory from, which you can learn about on native-land.ca: a geographical database that helps with location information.



Territorial Acknowledgement

This year we traversed BC's interwebs in search of resources to understand the traditions of territorial acknowledgement, Elders, and what languages mean to different groups of people.

We start our journey of discovery close to 200 Granville where the CCBC is located.

In support of revival of languages, we consulted with the Squamish First Nation's Language Commission's Office to develop a territorial acknowledgement that we may use when convening in-person or remotely from our 200 Granville offices. The CCBC is also in ongoing connection with the Tsleil-Waututh Nation and Musqueam Nation contacts for future language collaborations.

CCBC territorial acknowledgement:

The CCBC office is located on unceded Coast Salish territory, represented today by the Musqueam, Squamish and Tsleil-Waututh Nations.

Ta sts'its'áp'aŭtxw t'l'a College of Chiropractors of British Columbia na wa na7 ta temíxw t'l'a xʷməθkʷəy̓əm iy Sk̓wxwú7mesh Úxwumixw iy səlílwətaʔ4

– translated into Sk̓wxwú7mesh sníchim (Squamish language) by translators at the Squamish Nation

The Squamish Language Sk̓wxwú7mesh sníchim is spoken today by dozens of Squamish People as a second-language. It has been learned from our Elders who held onto the knowledge of the language after a significant decline in the population of first-language speakers. The language is unique from the language of neighbouring Indigenous Peoples, but considered part of the Coast Salish language family, and part of the wider Salishan language family. Visit the [Squamish Nation's Language and Cultural Affairs web page](#) for further information.

Elder: syú7yuxwa

– translated into Sk̓wxwú7mesh sníchim (Squamish language) by translators at the Squamish Nation

“Squamish culture has been created from our lands, waters, and people over generations. Our people continue to practice many of the traditions, customs, and ways of our ancestors and pass them on to future generations.”

Brief facts about the Squamish People

- Majority of the Squamish people live on the North Shore of Vancouver, in West Vancouver and North Vancouver, approximately 10% of the population live in communities along the Squamish River

- Sk̓wxwú7mesh sníchim is one of 10 languages that belong to the Coast Salish branch
- Close to 4,100 members make up the Squamish community

Visit squamish.net to learn more about the people of the Squamish Nations.

TO THE NORTH

The Lheidli T'enneh (“T'enneh means “The People,” historically known as the Fort George Indian Band) in the Prince George area designated an Elders Society with three strategic goals. These include saving the Lheidli Language, prioritizing culture, and a Lheidli T'enneh Elders Workshop. There is also a formal “Request an Elder” process and contact information on the Lheidli T'enneh First Nations website. Visit the [Lheidli T'enneh 'Atsiyan Ink'E 'Atsoo Elders Society](#) for more information.

“The Lheidli T'enneh and their communities are built on the strength, guidance and leadership provided by their Elders and on the passion, innovation and motivation of their youth to move forward in positive ways and change the world.”

Learn more about the Lheidli T'enneh: lheidli.ca

Territorial Acknowledgement

Bill Poser, Research Consultant for the Yinka Dene Language Institute and co-editor of the Northwest Journal of Linguistics, has created an [online dictionary](#) providing a detailed breakdown of the specifics of the language.

English: Elder

Lheidli language: hoonyanke (hoon•yan•ke)

Brief Facts about the Lheidli T'enneh

- The name "Lheidli" means "The People from the Confluence of the River" in the Carrier language
- Lheidli T'enneh Elders, teachers, drummers and other artists pass on their traditions and teachings to the next generation, keeping their culture alive and strong
- There are over 400 Lheidli T'enneh members.

WESTWARD

In the Cowichan Valley region on Vancouver Island, the [Cowichan Band](#) have a Cultural Department guided by the Elder's Committee, which in turn passes its recommendations to the Education Committee. The program produces all language material available for the Cowichan Band and anyone interested in resources for a fee.

Projects underway include:

- Elder's Snuw'uy'ulh with Quw'utsun Huyiixwule' and Yuthuy'thut every Tuesday morning
- Qwi'qwal (Speaker's class) every Monday night
- Family Language Class every Thursday night

Brief Facts about the Cowichan People

- 5,000+ members, largest single First Nation band in BC
- half of its members live on the Cowichan Tribes Reserve
- Majority of population is under the age of 35
- There are seven traditional villages including: Kwa'mutsun, Qwum'yiqun', Xwulqw'selu, S'amunu Lhumlhumuluts', Xinupsum, and Ti'ulpalus

The Cowichan are Hul'q'umi'num people, who speak the Hul'q'umi'num language are a part of a larger first nations group referred to as the Coast Salish People.

For more information about the Cowichan People and their language and culture, visit their [Dictionary Project page](#).



Vision

The College of Chiropractors of British Columbia is a recognized leader in equitable and inclusive patient-centered, evidence-informed, health profession regulation.

Mission

The College protects the public by regulating British Columbia's doctors of chiropractic to ensure safe, qualified and ethical delivery of care.

MANDATE

We require that our registrants at all times protect the safety of patients, prevent harm and promote the health and well-being of the public.

Values

TRANSPARENCY

We communicate clearly the reasons for our actions and decisions.

ACCOUNTABILITY

We are responsible for what we do and give satisfactory reasons for our decisions.

INTEGRITY

We operate in a manner that is honest, thoughtful and ethical.

EXPERTISE

We are effective, skilled and organized.

RESPECT

We value and consider the perspectives of those we work with, and those outside the College at all times.

A Message from the Chair



Over the last several years, the CCBC has committed to being a recognized leader in regulatory excellence and has actively sought opportunities to positively impact the course of regulation in our province, nationally and around the world. This year was no exception.

There has not always been agreement, and change is rarely easy. With our combined strengths and expertise, we always find a way to forge ahead.

In the past year the College has accomplished much, and I want to share some highlights.

The temporary Telehealth Policy, created to respond to the need to support virtual care delivery during the pandemic, was reviewed and approved as the “Standard of Practice: Virtual Care.” This standard acknowledges the value of virtual care provided by chiropractors in healthcare.

The Board identified the need to create standards around infection control in 2020 and moved forward with amendments to the [Professional Conduct Handbook](#) this year that align with guidance and advice from the BC Centre for Disease Control and WorkSafeBC.

The College Board adopted a consultation framework to support the policy development cycle. It is clear to the College that stakeholders are engaged in the work that we do. This framework helps to set expectations for consultation and support decision-making for meaningful engagement.

The College’s Strategic Plan identified our commitment to acknowledge the impacts of systemic racism in the healthcare system and work to create an environment to foster transformative change. In support of this goal, some of the actions the CCBC has taken include:

- Approval of the College’s Diversity, Equity and Inclusion Policy after a development process that spanned over a year. A draft of this policy was in place since September 2021 and helped to guide much of the College’s committee and staff recruitment activities.
- Approval of a single Indigenous Cultural Safety, Humility, and Anti-Racism

Practice Standard along with 10 other health professional regulators. The implementation of this standard was marked with an Indigenous ceremony and moves all participating colleges one step closer to our collective commitment to eliminating Indigenous-specific racism.

- Mandatory Indigenous cultural safety training for all College Board members and staff. Staff also participate in additional group training throughout the year.
- Revision of the continuing education criteria to accept cultural safety and diversity, equity and inclusion as structured credit with a recommendation for registrants to complete two hours of education on these topics per two-year cycle.

The CCBC Board developed a three-year Stakeholder Engagement Plan defining the College’s vision and communication initiatives,

A Message from the Chair

supporting our strategic goal to enhance trust with stakeholders, including registrants and the public. Through implementation of this plan some of the matters we heard from registrants regarding amalgamation included:

- What does this change mean for me and the care I provide to my patients?
- How was the grouping of regulators chosen for our amalgamation?
- How will the costs associated with amalgamation be covered?

The College wants to reassure registrants amalgamation will have little impact on their practices. The CCBC acknowledges that some registrants may feel a sense of loss as the College starts to wind down and the responsibility of regulating chiropractors is overseen by a new entity.

We have been a well-resourced regulator and are looking forward to the alignment of best practices, policies and procedures that amalgamation may bring in the best interest of the public.

However, amalgamation does provide an opportunity to re-envision professional regulation for the future. It will amplify our voice

in conversations with stakeholders and allow regulation to become more sophisticated with an increase in skills and expertise at the table.

There has been much discussion on the modernization of health professional regulation over the last several years. In October of 2022 Health Minister Adrian Dix introduced Bill 36, the *Health Professions and Occupations Act* (HPOA) to replace the *Health Professions Act* (HPA) in the Legislative Assembly. The HPOA received royal assent on November 24, 2022. Consequently, I am writing this report for the last time as the Chair of the College of Chiropractors of British Columbia, which will cease to exist in its current iteration by the end of June 2024.

The change from multiple regulators to a single multi-profession regulator will continue to provide the same high-quality regulation to the public. The government has committed to providing resources to support this mandatory amalgamation to ensure the success of the new College.

The new College will be responsible for determining bylaws, standards, and policies and will set the fees for all the professions that it regulates.





A Message from the Chair

In closing, I would like to extend my sincerest gratitude to each Board and Committee Member for their service and contribution. The organization has required a considerable amount of your time and energy to ensure that the College was able to proactively address risks and manage emerging issues related to the changing healthcare regulatory landscape.

My sincerest thanks to the College staff who have worked very hard to meet regulatory requirements, realize our strategic priorities, and embrace our vision to be a recognized leader in evidence-informed health profession regulation and amalgamation.

I would like to acknowledge our colleague and friend Mr. Ken Kramer, K.C. who passed away this year. Ken was initially appointed to the CCBC Board in 2017 and continued to serve until he took a leave of absence in 2022 due to health concerns.

In 2018, Ken became the first public member in the College's history to be elected by the Board to the executive role of Vice-Chair, which paved the way for the College to enshrine equal public representation in all aspects of governance. One of Ken's last orders of business at the College was championing a policy on diversity, equity, and inclusion.

Ken's presence will be missed by all of us, both at the Board table and in our communities. I am personally grateful for Ken's support and mentorship during my tenure on the Board. He has left the College in a better place because of his involvement in and commitment to it. We are sincerely grateful for all his contributions and dedicate the College's 2022-2023 annual report to Ken.

Dr. Johnny Suchdev
CHAIR, CCBC BOARD

IN MEMORY OF OUR RESPECTED BOARD MEMBER

Ken Kramer, K.C.

The College of Chiropractors of British Columbia dedicates this year's annual report to our dear Board and community member and esteemed lawyer – Ken Kramer, King's Counsel. Ken was appointed to the College Board in 2018 and had been an active member until his passing this summer.

Ken was an active member in other associations and boards including the Law Society of BC, Canadian Bar Association, National Muscular Dystrophy Canada, the disability community, the Province of BC Accessibility Committee, Vancouver Airport Authority, EMALB BC Ministry of Health, British Columbia Continuing Legal Education Society, amongst others.

Ken provided calm leadership and a balanced perspective to the Board throughout his appointment.

Ken's legacy continues at the College with our diversity, equity, and inclusion policy, which he championed.



Registrar's Report



Michelle Da Roza
Registrar and CEO

As I reflect upon the last 12 months at the College of Chiropractors of British Columbia, I am filled with immense gratitude for all of the individuals whose contributions have positioned our organization well for the future.

Together, we made significant progress towards achieving our strategic priorities and fulfilling our mandate to regulate the chiropractic profession in the public interest. Much of this development has centered on the maturation of operational policies and practice standards that brings greater consistency and currency to our work.

One example of collaboration from the past year is the implementation of a shared Indigenous Cultural Safety, Humility, and Anti-Racism Practice Standard. As I stood in a ceremony on September 30, 2022, shoulder to shoulder with my registrar colleagues from 10 other health regulatory colleges to mark the adoption of the standard, I was humbled by the opportunity to play a small part in improving health care for Indigenous peoples in BC.

In those moments, the weight of the necessary and important work ahead was evident. This experience continues to guide me in my leadership of the College and as an uninvited visitor on unceded territory.

That is truly our purpose as health regulators, to support the safe delivery of health care for the public. This mandate is reflected in all the work at the College, such as our goal of being a more responsive, fair and accessible regulator that reflects the population that we serve, the creation of principles for consultation to increase transparency around policy creation and changes to make general meetings more inclusive for the public.



Registrar's Report

Most notably, our efforts over the last five years to facilitate opportunities to modernize health profession regulation have gained tremendous momentum. Following the publication of the Cayton Report in 2019, the College began to align its priorities with the Minister of Health's vision for health profession regulation in BC.

Since that time, our Strategic Plan has reflected an interest in being leaders in this space, facilitating opportunities for collaboration and engagement with our regulatory colleagues.

The result of this collective effort became evident following the government's approval of the *Health Professions and Occupations Act* in late 2022 and direction from the Ministry of Health for colleges to amalgamate by June 2024. Our college, along with our amalgamation colleagues, responded promptly to the Ministry's order to establish two new multi-profession health colleges and initiated a planning process this past spring. Over the course of the summer months, we anticipate the development of a blueprint to chart our critical path and decision points to guide the success of this project.

The Minister provided amalgamation oversight through the appointment of Allan Seckel, K.C. as administrator under s.25.05(4) of the

Health Professions Act on July 24, 2023. We are grateful to gain Allan's leadership in this endeavor and are pleased to be working under his direction to ensure the successful transition of our public interest mandate. Through his powers under the Act, the administrator can make decisions in relation to the amalgamation, while the existing Board for the College of Chiropractors of BC will retain the authority to govern the existing duties of the College up to June 28, 2024. As we move forward with the colleges of massage therapists, naturopathic physicians, and traditional Chinese medicine practitioners and acupuncturists to create a regulator that is prepared to respond to the needs of the future, we are also committed to ensuring that we continue to serve and protect the public today, and with each day that follows.

While the creation of the new multi-profession regulator is a rare opportunity to influence the direction of public interest regulation, I acknowledge that there is a sense of identity for professionals that is tied to the existence of a single profession college.

If I can provide any assurance, it is that the retention of profession-specific expertise is essential for good regulation and is engrained in the incoming legislation, the *Health Professions*

Registrar's Report

and Occupations Act. We must honour the past and build for the future with this unique opportunity to amplify our voice as health profession regulators. Retention of the College's institutional knowledge is key to ensuring that the high standards set for the chiropractic profession in our province will be maintained well after amalgamation.

In response to this need, staff are building capacity within their existing roles to maximize their engagement in amalgamation activities. I am pleased to share that each of our nine staff members is actively involved in the planning process and will be intimately involved in implementation projects over the next year. This investment in the next year will support the transition of key initiatives, including the evidence-informed policy process, our joint commitment to reconciliation, and the incorporation of diversity, equity, and inclusion into all facets of our business.

With amalgamation on the horizon, this is my last annual report as Registrar of the College. It has been an honour and privilege to serve at the pleasure of the Board for the past seven years and I look forward to ensuring that safe, proactive regulation of the chiropractic profession continues over the life of the College and beyond.

I am thankful to the Board for their guidance and wisdom, which has put us in a strong position, and for allowing me the privilege to lead the College in the face of monumental change. I am also grateful to our committees and committee members, who are so often the unsung heroes who ensure the College meets its legislated requirements. Furthermore, I wish to extend my heartfelt appreciation to the College staff who continue to live our values on a daily basis and demonstrate their resiliency in periods of tremendous uncertainty.



Michelle Da Roza
REGISTRAR AND CEO



CCBC Board Members



Dr. Johnny Suchdev
CHAIR, ELECTED



Terri Van Steinburg
VICE-CHAIR, APPOINTED



Colin Bennett
APPOINTED



Dr. Paul Dhaliwal
ELECTED



Dr. Jennifer Forbes
ELECTED



Dr. Christopher Gainor, Ph.D.
APPOINTED



Ken Kramer, k.c.
APPOINTED



Dr. Elliot Mayhew
ELECTED



Dr. Travis Morgan
ELECTED



Dr. Shannon Patterson
ELECTED



Susan Powell
APPOINTED



Dawana St. Germain
APPOINTED



Martin Sattler
APPOINTED



Jacqueline Tarantino
APPOINTED



Dr. Misty Watson
ELECTED



Dr. Daniel Zybutz
ELECTED

CCBC Committee Members

Statutory Committees

REGISTRATION COMMITTEE

Dr. Misty Watson, Chair
Registrant Member

Dr. Christopher Gainor, Ph.D.
Vice-Chair
Public Appointed Member

Dr. Kimiya Sabbaghan
Registrant Member

QUALITY ASSURANCE COMMITTEE

Susan Powell, Vice-Chair
Public Appointed Member

Dr. Marc Nimchuk
Registrant Member

Martin Sattler
Public Board Member

Dr. Leif Sigurdson
Registrant Member

INQUIRY COMMITTEE

Dr. Brett Peters, Chair
Registrant Member

Jacqueline Tarantino
Vice-Chair
Public Appointed Member

Dr. David Hammond
Registrant Member

Morley Jameson
Public Member

Dr. Kristine Salmon
Registrant Member

Dr. Jessica Yeung
Registrant Member

DISCIPLINE COMMITTEE

Dr. Lidia Mickelson, Chair
Registrant Member

Dr. Day Deans-Buchan
Registrant Member

Dr. Alex Louder
Registrant Member

Roland Mitchell
Public Member

Dawana St. Germain
Public Appointed Member

PATIENT RELATIONS COMMITTEE

Susan Powell, Chair
Public Appointed Member

Dr. Marc Nimchuk
Registrant Member

Dr. Leif Sigurdson
Registrant Member

Non-Statutory Committees

FINANCE AND INVESTMENT COMMITTEE

Karen Kesteloo, Chair
Public Member

Colin Bennett, Vice-Chair
Public Appointed Member

Derek Hall
Public Member

Dr. Elliot Mayhew
Registrant Member

GOVERNANCE COMMITTEE

Susan Powell, Chair
Public Appointed Member

Dr. Jennifer Forbes, Vice-Chair
Registrant Member

Dr. Paul Dhaliwal
Registrant Member

Dr. Elliot Mayhew
Registrant Member

Terri Van Steinburg
Public Appointed Member

REGISTRAR/CEO OVERSIGHT COMMITTEE

Dr. Johnny Suchdev, Chair
Registrant Member

Colin Bennett
Public Appointed Member

Terri Van Steinburg
Public Appointed Member



CCBC Staff Members



Michelle Da Roza
REGISTRAR AND CEO



Dr. Douglas A. Wright
DEPUTY REGISTRAR



Shelby Thiessen
DIRECTOR OF FINANCE



Richard Simpson
POLICY ADVISOR



Elana Siu
REGISTRATION AND ENGAGEMENT
COORDINATOR



Sandra Bao
EXECUTIVE
COORDINATOR



Theresa Mah
COMMUNICATIONS
SPECIALIST



Dr. Bradley Yee
PROFESSIONAL
PRACTICE LEAD



Dr. Colin McKay
COMPLAINTS
COORDINATOR

Strategic Plan Implementation

The Board approved the CCBC's three-year Strategic Plan for 2021 to 2023 at the September 15, 2021 Board meeting.

The following highlights progress on each of the five goals, informed by our stakeholders, that includes activities leading up to July 2023, and in many cases work that will continue forward. See page 17 for the 2023 Strategic Plan to be implemented from August 2023 onwards.

GOAL 1

Protect the public by ensuring that registrants deliver professional, evidence-informed, and ethical services.

- Development and ongoing implementation of mandatory continuing education programs for registrants included the launch of course titled "Best Practices for Effective Communication in Professional Practice" in April 2023.
- The Quality Assurance Committee approved changes to continuing education requirements to allow for courses related to Indigenous cultural safety and diversity, equity and

inclusion to be eligible for Structured Continuing Education credit hours beginning April 1, 2023. This change was made to encourage more registrants to pursue this type of learning.

- Promotion of the Practice Support Program among registrants and supporting the adoption of the program. Registrants were asked to complete the Competency Assessment Report and Professional Plan to assist them in their professional development and guide learning activities.

GOAL 2

Acknowledge the impacts of systemic racism in the healthcare system and work to create an environment to foster transformative change.

- The Indigenous Cultural Safety, Humility, and Anti-Racism Practice Standard was adopted in September 2022 in partnership with 10 other health profession regulators. The group marked the collective approval with a

ceremony on September 30, 2022 (National Day for Truth and Reconciliation).

- A registrant survey was launched in February 2023 with other health profession regulators to capture feedback that will assist with implementation and identify opportunities for resources to support registrants with adoption of the Indigenous Cultural Safety, Humility and Anti-Racism Practice Standard.
- Discussions continue to take place to increase opportunities for Indigenous students to pursue chiropractic education programs.
- In consultation with the Squamish Nation's language commissioner, translation of CCBC's territory acknowledgement in the Squamish language has been completed and published on CCBC's Traditional Territory Acknowledgement and Resources page. Ongoing efforts have been made to seek out contacts with other Indigenous communities for translation services, recognizing that language revival varies.

GOAL 3

Lead opportunities to modernize health profession regulation which enable improved protection of the public.

- *Health Professions and Occupations Act* readiness project led by the BC Health Regulators is underway with all member colleges, including CCBC.
- The government directed the amalgamation of 11 colleges into two new multi-profession regulators colleges of seven and four health professions by June 2024. The CCBC has been actively engaged in the development of the implementation blueprint as well as planning activities to ensure public protection is maintained.
- Efforts to achieve consistency across colleges on policy, regulatory process and governance continue, and have been accelerated as a result of amalgamation.

GOAL 4

Sustainably enhance our governance structure, resulting in a high functioning, knowledgeable, and unified Board.

- Amended Board Manual was approved by the Board in September 2022 and published on the College website. The manual includes enhancements around mandatory education

for Board Members and greater transparency related to meeting procedures.

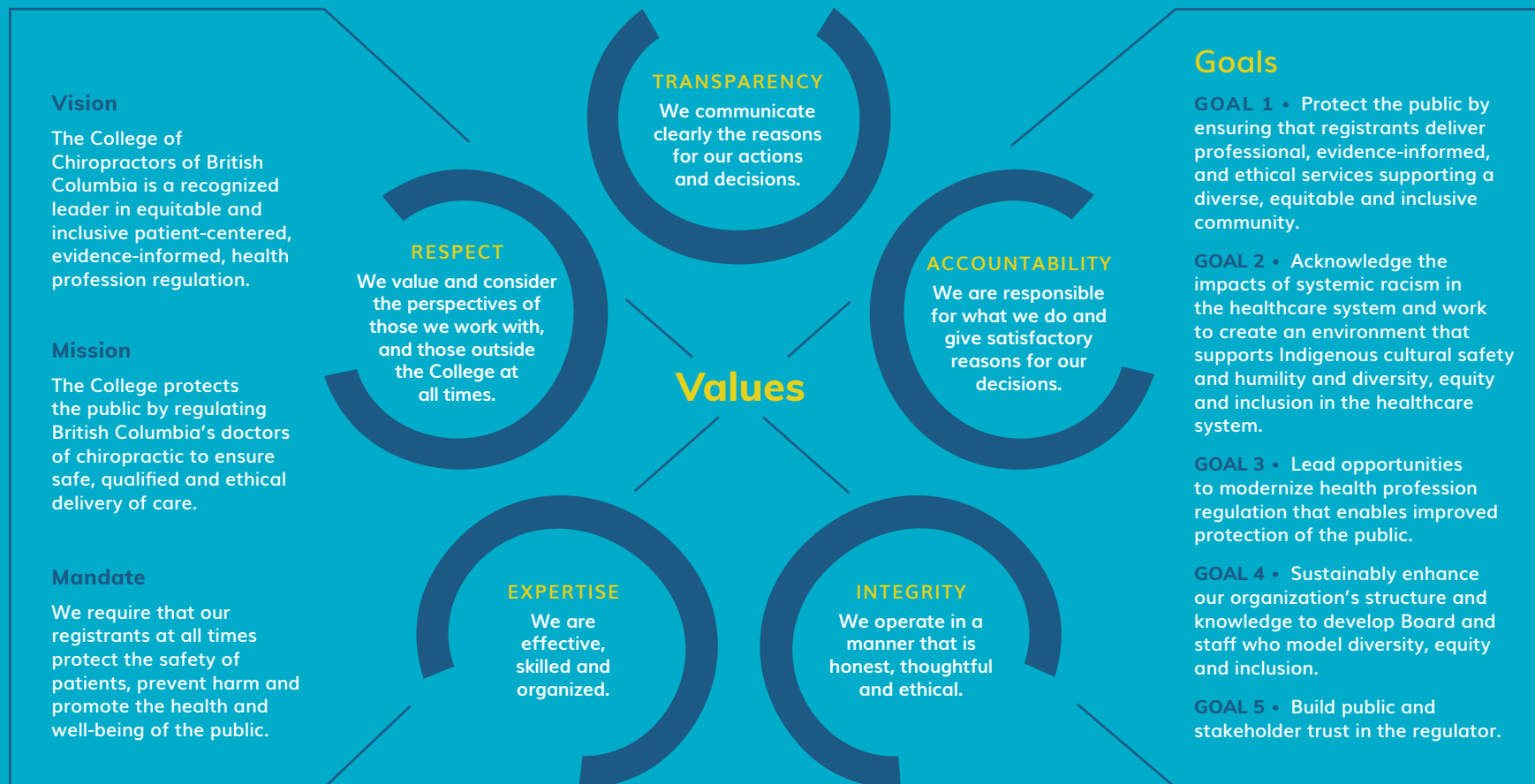
- A new Code of Conduct for Board and Committee members was implemented, with all Board and Committee Members providing their commitment by the end of 2022.
- Board education and development during the fiscal year included a second phase of training related to diversity, equity and inclusion as well as an education session on Fiduciary Duty.
- The Board's Diversity, Equity and Inclusion Policy was formally adopted in December 2022 following a long process of review and consultation. Publication of this policy was supported with an animated video for registrants and the public.

GOAL 5

Build public and stakeholder trust in the regulator.

- The College's stakeholder engagement plan was published on the website in January 2023, furthering our commitment to sharing this information broadly and providing enhanced transparency.
- The pilot project for the translation of "Our Regulatory Role" page launched in April 2023, including the most widely used languages in British Columbia.
- In June 2023, the College launched an amalgamation video "Amalgamation and CCBC" to inform the public of where they can submit questions about the amalgamation process and that amalgamation does not impact service they have come to expect from the College in protection of public and patients' interest.
- Amendments to the College's bylaws, in the spirit of health profession modernization, provided for more inclusive annual general meetings for the public.
- The Board's approved public consultation framework was published on the College's website and includes information on past and present public consultations.

2023 Strategic Plan



Cultural Safety and Humility

Our commitment to cultural safety, humility, and anti-racism starts with us.

That's why the college is collectively working with its health regulatory College peers to implement a consistent [Indigenous Cultural Safety, Humility, and Anti-Racism Practice Standard](#). The Standard sets clear expectations for registrants on providing culturally safe and anti-racist care for Indigenous patients. This practice standard came into effect in September 2022.

As the college moves forward with amalgamation, it is not lost on us that this important work that we so greatly value needs to live on and continue to flourish in this transformation. The timeline highlights the College's cultural, safety and humility efforts over the years.

HIGHLIGHTS OF CCBC'S CULTURAL SAFETY AND HUMILITY INITIATIVES IN RECENT YEARS

CCBC participates in [Blanket Ceremony](#) to strengthen culturally safe partnership with 23 health professions in BC.

Board and Committees skills matrices integrate [cultural safety criteria](#).

Further prioritization of [strategic goals](#) and integration with cultural safety and humility across several goals takes place.

CCBC issued a [joint apology](#) amongst 11 health regulatory colleges and participated in a ceremony to honour the commitment to action and process to reconciliation of Indigenous racism.

The Employee Handbook further integrates CCBC's commitment to cultural safety and humility with provision of training and guidance for staff.

Collective DEI training for College Board and staff that included the topic of justice for Indigenous specific racism.

We also developed a plan to address Indigenous specific racism based on recommendations from the [In Plain Sight](#) report, the [Truth and Reconciliation Commission Calls to Action](#) and our own commitment to action made in July 2021.

Revised Board Manual and Code of Conduct for Board and Committee Members, approved by the Board, which enhances and builds upon existing language and expectations of Board Members to speak up and be Anti-Racist.

Along with 10 other colleges, CCBC conducted a survey, consulted by Pivotal Group, about attitudes, perceptions and current practice related to the newly implemented Indigenous Cultural Safety, Humility, and Anti-Racism Standard of Practice. Survey results to be shared in the summer of 2023.

The process of procuring Indigenous artwork from [Yul Baker](#) Coast Salish, Kwakwaka'wakw (Walla-bossa-ma), Nuu-Chah-Nulth (Ge-mock-soth) of Skwxwú7mesh, Squamish Nation began for one of the meeting rooms in the Health Regulators Hub where the CCBC is located. The artwork is a symbol of honor and dedication to Indigenous Peoples in our province and beyond in spaces around the Hub, where other colleges are also joining this initiative. It also grounds us in the work we do, as the art work reminds us to continue on with reconciliation and how territorial acknowledgments came to be.

There will be an official unveiling of Yul Baker's artwork with Elder Xwechtaal Dennis Joseph at the Health Regulatory Hub in our September 2023 Board meeting.

2016

Promotion of the San'yas Indigenous Cultural Safety training with registrants and granting of continuing education credit for course completion has occurred since 2016. CCBC annual registration asks registrants to report completion of the course and results are shared with the UBC Centre for Excellence in Indigenous Health.

MARCH 2017

The College was one of [23 health regulatory bodies](#) in BC. that declared their commitment to making the healthcare system more culturally safe for First Nations and Aboriginal People by signing the Declaration of Commitment to Cultural Safety and Humility. This event represents an official jumping off point to cultural safety and humility and anti-racism work.

JUNE 2017

2018-2020

CCBC's Strategic Plan prioritizes cultural safety and humility as a strategic initiative under the goal to "Protect the public by ensuring that registrants deliver professional, effective and ethical services".

AUGUST 2020

CCBC established a regular standing College newsletter feature on Cultural Safety and Humility Resources.

DECEMBER 2020

Following the investigation into Indigenous racism in BC's healthcare system, The *In Plain Sight* report was released on November 30, 2020 by the Ministry of Health. [In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care](#).

JULY 2021

In collaboration with BC's health regulators, the College acknowledges that more work can be done and that we can strive to do better – this is the beginning for reconciliation. This means being open to new ideas and opportunities to develop initiatives that support the goals of cultural safety and humility for patient-centered care. The *In Plain Sight* report provides recommendations that the College, along with regulatory peers, can take action on.

2021 TO 2023

AUGUST 2021

SEPTEMBER 2021

The College Board approved the development of the College's [Diversity, Equity and Inclusion \(DEI\)](#) Policy that includes hiring processes that encourage diversity such as with Indigenous candidates.

DECEMBER – ONGOING 2021

FEBRUARY 2022

Bylaw amendments with inclusive language are adopted by the College and published on [chirobc.com](#).

MAY 2022

SEPTEMBER 2022

The College adopted the [Indigenous Cultural Safety, Humility, and Anti-Racism Practice Standard](#) with the Board's dialogue and approval. The policy was marked with a ceremony on September 30, National Day for Truth and Reconciliation. This work was guided by Sulksun (Shane Pointe) of the Musqueam Indian Band and Joe Gallagher (k'wunəmen) of Tla'amin Nation.

CCBC was graciously welcomed by Squamish Nation Elder Xwechtaal Dennis Joseph and Squamish Nation Councilor, Sxwixwtn (sway-oh-k-tin) Wilson Williams at the Chief Joe Mathias Centre to discuss patient experiences and healthcare and an update about Squamish Community developments for the future.

DECEMBER 2022

FEBRUARY 2023

MARCH 2023

Having learned from Indigenous Elders, Knowledge Keepers and First Nations Peoples' online resources and other education resources over the years, we shared this important information by introducing a [territorial acknowledgment page](#).

JULY 2023

Stepping forward to support Indigenous language revival, the College consulted with the Squamish Language Commissioner's Office for language translation of a sample territorial acknowledgement that may be used from the Hub space. Continued efforts are being made to reach out to First Nations contacts in BC to develop and learn from Indigenous language and Knowledge Keepers on how to collaborate and support language revival.

Diversity, Equity and Inclusion

We are often reminded by diversity, equity and inclusion (DEI) experts and countless DEI discussions that in order to know where we are going, we need to understand where we have been and where we are now. The following timeline captures CCBC’s strategies, initiatives, and actions towards a vision of the CCBC as a recognized leader in equitable and inclusive patient-centered, evidence-informed, health profession regulation.



Communication

The college continued collaboration with the Ministry of Health, BC Health Regulators, the BC Chiropractic Association and our college peers and community and Indigenous partners with focused efforts towards modernization and reconciliation all with one goal in mind – regulating in the public interest.

Following last year's measurement of stakeholder responses to surveys and ongoing email canvassing, the College developed and delivered on a [stakeholder communications plan](#) to further engagement based on communications principles that:

- align with the College's mandate and regulatory requirements
- share meaningful information in a timely manner, and
- provide "Right touch" – just the right amount of information needed.

The College's social media presence has grown exponentially with active public engagement on a weekly basis, increasing the number of followers by more than three-fold from 148 to 473 in 2022-2023.

Since our transition to a monthly edition of the registrants' newsletter during the previous fiscal year, 2022-2023 saw the first full year with 12 consecutive editions. The response for this

format saw a steady trend of an 85-86% higher open rate over the previous year's readership.

Starting in March 2023, we began including a standing diversity and cultural resources section in the College's newsletter. In the hopes of fostering exploration and learning about the richness of the diversity of cultures, orientations, and abilities representative of the population in our province, this resource section shares links to information about events, holidays and observances.

We also continued development of our website content with new sections including:

- A web page dedicated to [territorial acknowledgement resources](#) collected over the years through experiences with Elders and Knowledge Keepers and Indigenous web resources.
- Based on BC census data and in working with our translation partner, "[Our Regulatory Role](#)" page was translated

into nine of the most frequently sought after languages for translation in BC in a pilot project.

- In celebration of The CCBC's newly minted Diversity, Equity and Inclusion (DEI) Policy in December 2022, the College launched a [Diversity, Equity and Inclusion web page](#), featuring resources and the official launch of the [College's DEI video](#).

Most recently, the College launched an "[Amalgamation and CCBC](#)" video to ensure the public's awareness of the college's amalgamation and what chiropractic patients can expect. We had received feedback that directly or indirectly touched upon our registrants, patients and public's curiosity around the future of the college. Amalgamation has been in our sights, and we needed to address any potential concerns chiropractic patients have.

Committee Reports



REGISTRATION



The Registration Committee is responsible for reviewing applications for registration that 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* (HPA) and the associated Bylaws, applying their requirements to either grant or deny registration.

Below are the 2022-2023 top Registration Committee accomplishments:

- The Committee reviewed 109 applications this past year. There were 81 applications for full registration (including reinstatements, new graduates, interprovincial transfers, and international applicants) and 28 student applicants. One of the registration requirements for applicants is graduation from a [recognized chiropractic education program](#). Applicants are then required to pass the Canadian Chiropractic Examining

Board (CCEB) exam. The CCEB develops and administers the written multiple choice and objective structured clinical examinations (OSCE) that comprise the qualifying licensing requirements for chiropractors in Canada. Starting October 2023, the CCEB is aligning the exam structure with the [Federation of Canadian Chiropractic \(FCC\) Competency Profile](#). This means moving to one written and one clinical examination that include stations reflecting the new competencies.

- The Committee reviewed the Jurisprudence exam questions in March 2023 and implemented changes to the exam in April 2023 to better reflect updates to the College's Professional Conduct Handbook.
- The Registration Committee reviewed the College Bylaws for alignment with the Canadian Free Trade Agreement (CFTA).

During the 2022-2023 fiscal year, the College welcomed a total of 17 applicants who graduated from Canadian chiropractic schools, 34 applicants from American degree granting programs, and one from an international program. There was a net increase of 33 full registrants and an increase of three non-practicing registrants during the 2022-2023 fiscal year.

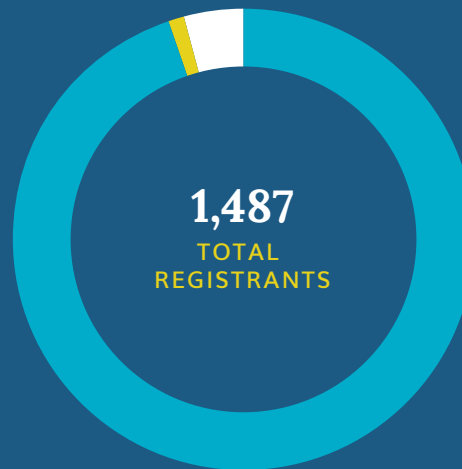
Total registration at the end of this fiscal year is 1,487 (1,410 full registrants and 60 non-practicing (NP) registrants). These numbers do not include registrants resigning from registration. There are a total of 37 registrants who failed to renew by July 31, 2023. Of these, 22 registrants have reinstated to full, and one has renewed as non-practising by August 2, 2022. Expired registrations include 10 non-practising and four full cancellations.

2022-2023 REGISTRATION DATA

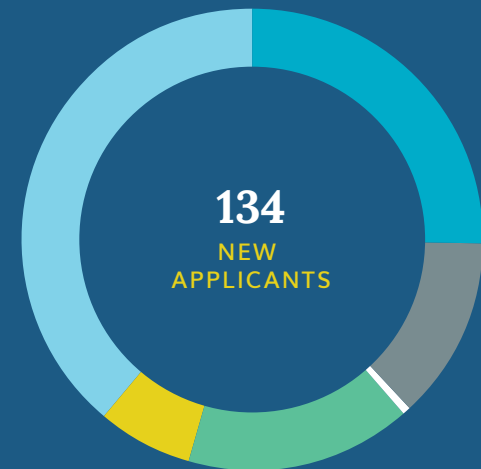
AUGUST 1, 2022 TO JULY 31, 2023



81 Full Registrants
28 Students



1,410 Full Registrants
17 Students
60 Non-practicing



34 From American schools
17 From Canadian schools
1 From international schools
21 Interprovincial
9 From international jurisdictions
52 New graduates

QUALITY ASSURANCE



The purpose of the Quality Assurance Committee is to ensure that registrants are competent to practise and to promote high practice standards among registrants.

The Committee has been very active this year with mandatory continuing education (CE) courses, completion of the CE cycle and amalgamation.

Following up on the mandatory Boundaries and Professional Practice BC course, all registrants were required to complete the Best Practice for Effective Communication in a Professional Practice course by March 31, 2023. Feedback from registrants on this two-hour course was positive.

On June 14, 2023, the CCBC Board passed a motion for registrants to complete a mandatory course in Record Keeping. This one-hour mandatory course is set to launch in the early new year and will be eligible for one structured continuing education credit hour.

The Continuing Education Cycle requires registrants to complete at least 22 hours of structured credit hours, at least six x-ray credit hours, and 12 unstructured credit hours for a total of at least 40 Continuing Education Credit hours. The 2021-2023 CE cycle ended on March 31, 2023, and all registrants met the requirement by the registration deadline.

Since the Practice Support Program was launched in 2020, registrants have utilized their results of the Self Assessment to develop a Professional Plan to assist their professional development. The program has successfully aided registrants in choosing continuing education courses that may maintain or improve on their career skills.

With the impending amalgamation of the College of Chiropractors of BC with the College

of Naturopathic Physicians of BC, College of Massage Therapists of BC, and College of Traditional Chinese Medicine Practitioners & Acupuncturists of BC, the CCBC Professional Practice Lead has met with the Quality Assurance representatives from the colleges. The goal of the meetings was to foster a smooth transition into amalgamation and to learn and share what quality assurance programs each of the colleges requires.

The CCBC also participated in weekly Quality Assurance Work Stream meetings. The goal of these meetings was to determine what if any QA programs could be coordinated by day one of amalgamation and which programs would continue to be developed post amalgamation.

INQUIRY



The Inquiry Committee is legislated to investigate complaints submitted to the College to determine if the conduct or competency of a registrant was satisfactory in relation to the *Health Professions Act (HPA)*, the *Chiropractic Regulation*, the *CCBC Bylaws*, and/or the *Profession's Standards (Professional Conduct Handbook-PCH)*.

The Inquiry Committee is independent from the College Board. As such it does not report to the Board other than providing a general review of the activities throughout the year. The objective of the inquiry process is first and foremost to ensure that BC chiropractors remain competent, practice within established standards and provide safe care.

THE COMMITTEE

The Inquiry Committee is established under s. 16 of the *CCBC Bylaws* and is made up of six people including two public representatives, and at least one of those must be an appointed Board member.

The Inquiry Committee meets at least every three months, but this can be more often as necessary. Committee members may meet as a whole committee, or as a panel of three persons. In 2022-2023, some meetings were held in person, and some were held remotely via Zoom.

RECEIPT OF A COMPLAINT

The College receives complaints from patients, the public, chiropractors, and other regulated professionals. The Committee can also, by motion, initiate an investigation under HPA s. 33(4). All complaints against registrants are accepted and investigated under the direction of the Inquiry Committee in accord with the *Health Professions Act*, Part 3.

INVESTIGATION OF A COMPLAINT

When a matter is sent to the Committee, often an inspector will be appointed to conduct portions of, or all of an investigation. That inspector may be another chiropractor, an outside investigator, or the *CCBC Registrar* or *Deputy Registrar*.

The Committee may issue a "Direction to Inspect", that, under HPA s. 28 authorizes the inspector to attend a chiropractor's office and obtain clinical files or other materials. Section 31 of the HPA requires the cooperation of all registrants.

Each investigation involves several steps in the process to collect the necessary information

INQUIRY

based on the allegations in the matter. Generally, registrants are given an opportunity to review the complaint and respond to the allegations. Usually, the complainant is then provided the opportunity to review the registrant's response and respond with their own comments. Other information required for the investigation may be necessary. This information can be obtained from sources such as other clinical records, witnesses, or expert reviews and/or opinions.

Registrants' cooperation and professionalism is expected throughout the investigation process. Registrants are expected to respond promptly and in a professional manner when contacted by a member of the Inquiry Committee or inspector. The response from the registrant becomes part of the official investigation record. These responses may be reviewed by the complainant, CCBC staff, the Health Professions Review Board (HPRB) and/or the courts.

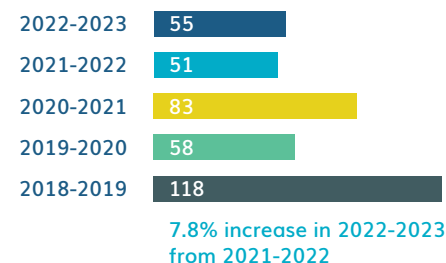
DISPOSITION OF A COMPLAINT

Following the investigation, the Committee can dispose of the matter by the following decisions:

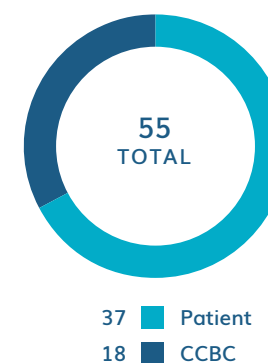
- Taking no further action.
- Taking any action it considers appropriate, within the Committee's jurisdiction, to resolve the matter between the complainant and the registrant.
- Issuing a reprimand or remedial action by consent of the registrant.
- Directing the Registrar to issue a citation for a hearing by the Discipline Committee.

The decisions of the Committee will be sent to both the registrant and the complainant (if one is on record). The registrant may be requested to agree to the decision and if they decline, a citation for a hearing may be issued. The HPA also requires a complainant to be advised of the outcome of the investigation. If the complainant is not satisfied with the Committee's findings and decision, they may request a review from the HPRB within 30 days of notification of the results of the investigation. The HPRB will review the investigation for adequacy and the disposition for fairness.

NUMBER OF INQUIRY COMMITTEE INVESTIGATIONS BY YEAR



INVESTIGATIONS BY SOURCE

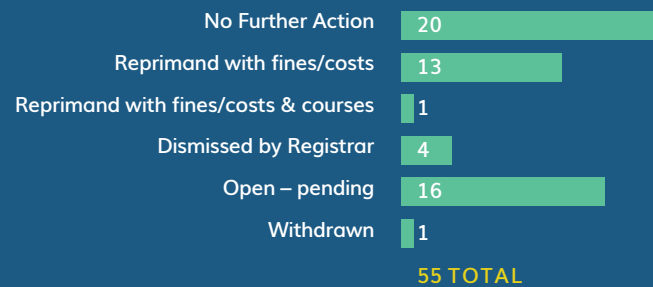


INQUIRY STATISTICS

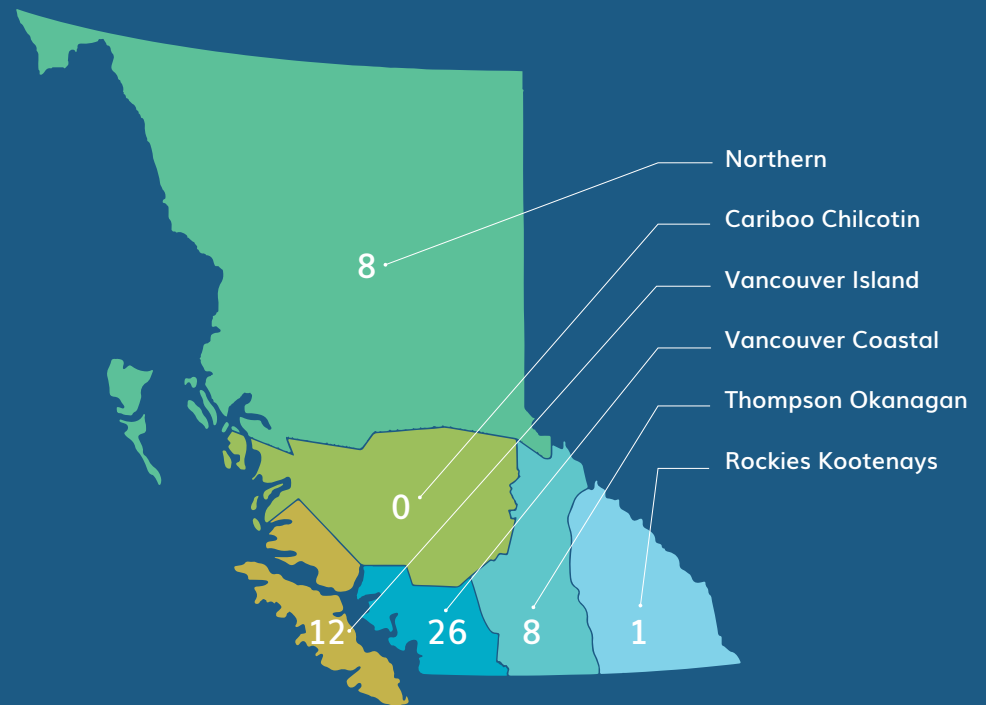
INVESTIGATIONS BY CASE TYPE



INVESTIGATIONS BY DISPOSITION



COMPLAINTS BY REGION



AVERAGE TIME TO COMPLETION OF AN INVESTIGATION FROM OPENING TO CLOSING

91.8 days, which is **13.1** weeks

THE RANGE IS FROM 8 TO 218 DAYS

from **8** days to **218** days

DISCIPLINE



The Discipline Committee is a statutory committee of the Board, established pursuant to the *Health Professions Act* and the Bylaws.

The Committee's responsibilities are:

To conduct disciplinary hearings on matters:

- referred by the Inquiry Committee or Board to evaluate the competency, conduct, or fitness of a registrant;
- of unprofessional conduct in another jurisdiction or while practising as a registrant of another college.

To make a determination based on the evidence presented at the hearing as to any disciplinary measures that are required:

- To determine if cost awards should be applied following the hearing; and
- To publicly post disciplinary decisions and dispositions on the College website.

At a hearing, the Discipline Committee may meet in panels of three persons that must include at least one public representative, and make findings, determine appropriate penalties if the findings are adverse, and issue written reasons for decisions.

In 2022-2023, the Discipline Committee met in:

- November 2022, to review citations scheduled for a hearing. Hearings are now adjourned pending resolution of the criminal proceeding.
- March 2023, to review citation scheduled for a hearing. Hearing is now adjourned pending resolution of the criminal proceeding.

Notices of hearings are found on the College website: [Discipline Hearings](#).

See also outcomes of hearings and other discipline issues: [Professional Conduct Notices](#).

DISCIPLINARY OUTCOMES

PROFESSIONAL CONDUCT NOTICES

Public posting of some decisions of the Inquiry and Discipline Committees is required under HPA s. 39.3. Such postings are generally for:

- Actions following a duty to report registrant, HPA s. 32.2
- Actions following a duty to report respecting hospitalized registrant, HPA s. 32.3
- Issues under the *Criminal Records Review Act*, HPA s. 33(2)
- Extraordinary action to protect the public, HPA s. 35
- Consent Agreements for “serious matters”, HPA s. 36.1
 - see s. 39.1 (matters that would ordinarily result in limits, conditions, suspension or cancellation)
- A consent agreement after a Citation is issued, HPA s. 37.1
- A decision of the Discipline Committee, HPA s. 38

Decisions requiring public notice are listed on the “Professional Conduct Notices” page of the CCBC website for one year. Thereafter, they can be found by searching the Public Register.

Note: the above does not include notices posted without the registrant’s name, in accord with HPA s. 39.3 (3), (4) and (5).

PUBLIC NOTICES

From 2022 to 2023, the following disciplinary decisions were made that are subject to public notice under the *Health Professions Act*, s. 39.3:

Dr. Gavin Maxwell

January 3, 2023

ACTION TAKEN

Under section 36 of the *Health Professions Act*, Dr. Gavin Maxwell entered into a Consent Agreement.

In the Consent Agreement, Dr. Maxwell admitted that he engaged in sexual conduct with a patient contrary to section 6.1 of the CCBC’s Professional Conduct Handbook. He also acknowledged that he initially provided a false response to the Committee about the allegations against him. He later voluntarily admitted to engaging in sexual conduct with the patient.

Now a former registrant, Dr. Maxwell consented to a reprimand and to not apply for reinstatement with the CCBC or be involved in the practice of chiropractic in BC for two years. He also entered into an undertaking

to successfully complete the PROBE Canada Ethics and Boundaries course before applying for reinstatement with the CCBC or engaging in the practice of chiropractic in any capacity in any jurisdiction.

Dr. William Cameron

April 14, 2023

ACTION TAKEN

Under section 36 of the *Health Professions Act*, Dr. William Cameron entered into a Consent Agreement. In the Consent Agreement, Dr. Cameron acknowledged that he did not ensure that the patient was appropriately gowned at all times during the course of care, that he should have been clearer in seeking and obtaining consent from the patient, and that comments made to the patient were inappropriate. Further to the acknowledged conduct, Dr. Cameron has consented to a reprimand, a suspension of 60 days (date to be determined), with 30 days of that suspension to be stayed upon Dr. Cameron completing coursework on professional ethics and boundaries, and payment of costs of \$2,000. He has also undertaken not to engage in any further assessment or treatment of female patients that involves gowning, the moving of clothing that may expose sexually sensitive areas of the body, or touching (above or below clothing) on those sexually sensitive areas.

DISCIPLINARY OUTCOMES

Dr. Murray Kievit

January 27, 2022 – revised March 10, 2023

ACTION TAKEN

Dr. Murray Kievit consented to terms on his practice, which were revised on March 10, 2023. The terms require that Dr. Kievit:

- (a) not provide care to any female patient unless there is a chaperone present who is over the age of 19,
- (b) not proceed with care, and refer the female patient to another chiropractor, if the patient or the patient's parent/guardian or substitute decision maker does not consent to a chaperone being present for care,
- (c) ensure that the chaperone's name, telephone number and signature are recorded with the clinical notes for the care provided, and
- (d) report to the College on a weekly basis with documentation confirming the use of chaperones in compliance with the terms.

Dr. Murray Kievit

July 31, 2023

ACTION TAKEN

Action Taken: Under section 37.1 of the *Health Professions Act*, the Inquiry Committee made a Consent Order against Dr. Murray Kievit further to a complaint alleging inappropriate

touching in the course of treatment. Dr. Kievit denied the allegations in the complaint. In the Consent Order, to which Dr. Kievit consented, the Committee (1) permanently cancelled Dr. Kievit's registration, required (2) an undertaking not to engage in any further practice of health care, and (3) payment of costs in the amount \$1,000.

HEALTH PROFESSIONS REVIEW BOARD

There were no new matters sent the Health Professions Review Board (HPRB) this year. There is one matter from March 2022 which is still in review awaiting decision.

The College brought forward a [judicial review of a previous HPRB decision](#) and the court ruled on that matter in April 2023. The Court stated that our petition was allowed and the HPRB's decision was set aside. The dispositions by the Registrar, in dismissing the complaints against the registrants, were reinstated.

The HPRB regularly posts results of their reviews on their [website](#).





PATIENT RELATIONS

The Patient Relations Committee is a statutory committee of the College of Chiropractors of BC. The committee ensures that registrants have a clear understanding of appropriate boundaries and how to prevent misconduct of a sexual nature.

The committee is responsible for establishing and maintaining the procedure by which the College deals with complaints of professional misconduct of a sexual nature and monitors the data. The committee also develops and coordinates educational programs on professional misconduct of a sexual nature for the College, its members, and the public.

In 2022-2023, the committee was regularly briefed by the Deputy Registrar on both the types and the numbers of complaints received by the Inquiry Committee. Further details on

these complaints can be found in the Inquiry Committee's section on page 26.

Following the release of the mandatory course, "Mandatory Boundaries and Professional Practice" in April 2022, the committee is pleased to announce that all 1,418 full registrants completed the course.

FINANCE AND INVESTMENT

The Finance and Investment Committee fulfills its oversight responsibilities on behalf of the Board of Directors for financial management of the College through:

- audit engagement
- budget planning
- investment review, and
- monitoring of financial operations, results and risk.

The Committee provides recommendations within the scope of its mandate to the Board in support of the Strategic Plan.

In addition to quarterly review of investments, operating results, risk and oversight of the annual audit, other significant activities and recommendations to the Board included:

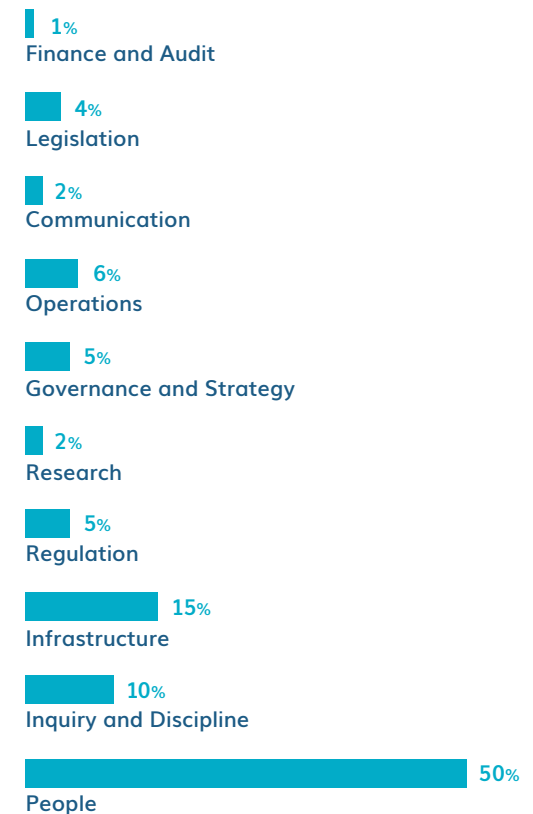
- Reviewed and made recommendations regarding financial policies,
- Increased transparency and accountability in reporting,

- Ensured the College's mandate is properly funded,
- Maintained financial stability within the context of a changing regulatory environment.

For detailed financial information, please refer to the audited financial statements that follow.

This is the last full year of the College as it moves towards amalgamation in June 2024.

EXPENDITURES BY FUNCTION



Audited Financial Statements

2022-2023



COLLEGE OF
CHIROPRACTORS
OF BRITISH COLUMBIA

Financial Statements of

**COLLEGE OF CHIROPRACTORS OF
BRITISH COLUMBIA**

And Independent Auditor's report thereon.

Year ended July 31, 2023



KPMG LLP
PO Box 10426 777 Dunsmuir Street
Vancouver BC V7Y 1K3
Canada
Tel 604-691-3000
Fax 604-691-3031

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of the College of Chiropractors of British Columbia

Opinion

We have audited the financial statements of the College of Chiropractors of British Columbia (the "College"), which comprise:

- the statement of financial position as at July 31, 2023
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the College as at July 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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 College's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Vancouver, Canada
October 18, 2023

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Statement of Financial Position

July 31, 2023, with comparative information for 2022

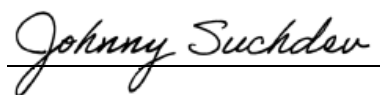
	2023	2022
Assets		
Current assets:		
Cash	\$ 1,406,669	\$ 1,382,163
Short-term investments at fair value (note 3)	98,541	72,488
Accounts receivable	3,459	10,564
Prepaid expenses and deposits	69,960	39,798
	<u>1,578,629</u>	<u>1,505,013</u>
Long-term investments at fair value (note 3)	3,737,281	3,713,200
Tangible capital assets (note 4)	4,457	6,367
Intangible assets (note 5)	30,273	69,013
	<u>\$ 5,350,640</u>	<u>\$ 5,293,593</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 226,531	\$ 168,698
Deferred revenue	2,092,103	2,046,766
	<u>2,318,634</u>	<u>2,215,464</u>
Net assets:		
Unrestricted	1,992,082	1,874,289
Invested in tangible capital assets and intangible assets (note 6)	34,730	75,380
Internally restricted for discipline	252,489	248,667
Internally restricted for legislation	542,975	614,146
Internally restricted for research	209,730	265,647
	<u>3,032,006</u>	<u>3,078,129</u>
Trust accounts (note 8)		
Commitments (note 9)		
	<u>\$ 5,350,640</u>	<u>\$ 5,293,593</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:



Director



Director

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Statement of Operations

Year ended July 31, 2023, with comparative information for 2022

	Unrestricted	Invested in tangible capital assets and intangible assets (note 6)	Internally restricted for discipline	Internally restricted for legislation	Internally restricted for research	Total 2023	Total 2022
Revenue:							
Licensing fees	\$ 2,080,701	\$ -	\$ -	\$ -	\$ -	\$ 2,080,701	\$ 2,021,080
Investment income and miscellaneous (note 7)	75,828	-	3,822	9,504	4,083	93,237	(11,568)
Incorporation fees	48,975	-	-	-	-	48,975	49,200
Registration fees	28,570	-	-	-	-	28,570	42,460
Fines income	30,000	-	-	-	-	30,000	31,900
Exam fees	10,650	-	-	-	-	10,650	16,050
	2,274,724	-	3,822	9,504	4,083	2,292,133	2,149,122
Expenses:							
Amortization	-	40,650	-	-	-	40,650	43,448
Communications	40,844	-	-	-	-	40,844	45,335
Finance and audit	34,263	-	-	-	-	34,263	41,346
Governance and strategy	108,480	-	-	-	-	108,480	160,847
Infrastructure	302,677	-	-	-	-	302,677	278,188
Inquiry and discipline	240,949	-	-	-	-	240,949	253,329
Legislation	7,614	-	-	80,675	-	88,289	20,329
Operations	144,052	-	-	-	-	144,052	118,723
People	1,165,296	-	-	-	-	1,165,296	975,260
Regulation	112,756	-	-	-	-	112,756	105,167
Research	-	-	-	-	60,000	60,000	64,910
	2,156,931	40,650	-	80,675	60,000	2,338,256	2,106,882
Excess (deficiency) of revenue over expenses	\$ 117,793	\$ (40,650)	\$ 3,822	\$ (71,171)	\$ (55,917)	\$ (46,123)	\$ 42,240

See accompanying notes to financial statements.

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Statement of Changes in Net Assets

Year ended July 31, 2023, with comparative information for 2022

	Unrestricted	Invested in tangible capital assets and intangible assets (note 6)	Internally restricted for discipline	Internally restricted for legislation	Internally restricted for research	Total 2023	Total 2022
Net assets, beginning of year	\$ 1,874,289	\$ 75,380	\$ 248,667	\$ 614,146	\$ 265,647	\$ 3,078,129	\$ 3,035,889
Excess (deficiency) of revenue over expenses	117,793	(40,650)	3,822	(71,171)	(55,917)	(46,123)	42,240
Net assets, end of year	\$ 1,992,082	\$ 34,730	\$ 252,489	\$ 542,975	\$ 209,730	\$ 3,032,006	\$ 3,078,129

See accompanying notes to financial statements.

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Statement of Cash Flows

Year ended July 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating:		
Excess (deficiency) of revenue over expenses	\$ (46,123)	\$ 42,240
Items not involving cash:		
Amortization	40,650	43,448
Unrealized loss on investments	32,515	115,169
	27,042	200,857
Change in non-cash operating working capital:		
Accounts receivable	7,105	7,832
Prepaid expenses and deposits	(30,162)	14,261
Accounts payable and accrued liabilities	57,833	(65,364)
Deferred revenue	45,337	17,265
	107,155	174,851
Investments:		
Acquisition of intangible assets	-	(33,967)
Purchase of investments, net	(82,649)	(94,391)
	(82,649)	(128,358)
Increase in cash	24,506	46,493
Cash, beginning of year	1,382,163	1,335,670
Cash, end of year	\$ 1,406,669	\$ 1,382,163

See accompanying notes to financial statements.

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Notes to Financial Statements

Year ended July 31, 2023

1. Operations:

The College of Chiropractors of British Columbia (the "College") is a not-for-profit organization established by statute under the laws of British Columbia ("B.C.") by the Ministry of Health of the Province of British Columbia (the "Ministry") and its activities include the administration and regulation of doctors of chiropractic in B.C. The College operates under the Health Professions Act created by the Province of British Columbia (the "Province") under which a portion of the Board Members are appointed by the Ministry. The College is not subject to income tax under the provisions of the *Income Tax Act*.

On July 7, 2023, the Province confirmed that the College, the College of Massage Therapists of B.C., the College of Naturopathic Physicians of B.C. and the College of Traditional Chinese Medicine Practitioners and Acupuncturists of B.C. will legally amalgamate on June 28, 2024. The colleges are jointly working with the Amalgamation Lead appointed by the Minister of Health to move forward with the amalgamation process. The College will continue its current operations until the amalgamation occurs. As a result, these financial statements have been prepared using the going concern basis.

2. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook - *Accounting* and include the following significant accounting policies:

(a) Revenue recognition:

The College follows the deferral method of accounting for contributions. Accordingly, contributions received for specific purposes are deferred and recognized in the period in which the related expenses are incurred.

The College recognizes licensing fees straight-line over the period to which they relate. Licensing fees that are collected in advance are recorded as deferred revenue. All other revenue is recognized when the services are rendered or goods are delivered if the amount to be received can be reasonably estimated and collection is reasonably assured.

(b) Internally restricted net assets:

From time to time, the Board of Directors may impose certain restrictions on fund balances. These amounts are presented on the statement of financial position, statement of operations, and the statement of changes in net assets as internally restricted funds. These internally restricted amounts are not available for other purposes without approval of the Board of Directors.

(i) Net assets internally restricted for discipline:

The net assets internally restricted for discipline represents amounts segregated to fund future costs incurred for possible disciplinary hearings.

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Notes to Financial Statements (continued)

Year ended July 31, 2023

2. Significant accounting policies (continued):

(b) Internally restricted net assets (continued):

(ii) Net assets internally restricted for legislation:

The net assets internally restricted for legislation represents amounts segregated to fund professional fees related to unanticipated material events.

(iii) Net assets internally restricted for research:

The College internally restricts research revenue to be spent on research initiatives. The net assets internally restricted for research represents amounts segregated to support research and related initiatives.

(c) Tangible capital assets and intangible assets:

Tangible capital assets and intangible assets are recorded at cost less accumulated amortization. Amortization is provided using the following methods and annual rates:

Asset	Method	Rate
Information management and accounting system	Straight-line	4 years
Software	Straight-line	3 years
Furniture and computer hardware	Declining balance	30%

Tangible capital assets and intangible assets are reviewed for impairment whenever events or changes in circumstances indicate that either the full or partial amount of the asset no longer has long-term service potential to the College. If such conditions exist, an impairment loss is measured at the amount by which either the full or partial carrying amount of the asset exceeds its fair value or replacement cost.

(d) Measurement uncertainty:

The preparation of financial statements requires management to make estimates and assumptions relating to the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

(e) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The College has elected to carry its investments at fair value.

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Notes to Financial Statements (continued)

Year ended July 31, 2023

2. Significant accounting policies (continued):

(e) Financial instruments (continued):

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, which are amortized using the straight-line method.

Financial assets carried at cost or amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the College 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 the College 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 carrying value.

3. Investments at fair value:

	2023	2022
Fixed income	\$ 2,252,239	\$ 2,177,019
Equities	1,583,583	1,608,669
Total investments	3,835,822	3,785,688
Short-term investments	98,541	72,488
Long-term investments	\$ 3,737,281	\$ 3,713,200

4. Tangible capital assets:

			2023	2022
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and computer hardware	\$ 14,427	\$ 9,970	\$ 4,457	\$ 6,367

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Notes to Financial Statements (continued)

Year ended July 31, 2023

5. Intangible assets:

			2023	2022
	Cost	Accumulated amortization	Net book value	Net book value
Information management and accounting system	\$ 152,179	\$ 152,179	\$ -	\$ -
Software	142,481	112,208	30,273	69,013
	\$ 294,660	\$ 264,387	\$ 30,273	\$ 69,013

6. Net assets invested in tangible capital assets and intangible assets:

(a) Net assets invested in tangible capital assets and intangible assets is comprised of the following:

	2023	2022
Intangible assets	\$ 30,273	\$ 69,013
Tangible capital assets	4,457	6,367
	\$ 34,730	\$ 75,380

(b) Deficiency of revenue over expenses:

	2023	2022
Amortization of tangible capital assets and intangible assets	\$ (40,650)	\$ (43,448)

(c) Net change in invested in tangible capital assets and intangible assets:

	2023	2022
Acquisition of intangible assets	\$ -	\$ 33,967

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Notes to Financial Statements (continued)

Year ended July 31, 2023

7. Investment income and miscellaneous:

	2023	2022
Interest and dividend income	\$ 78,239	\$ 39,424
Realized gain on investments	47,493	60,835
Unrealized loss on investments	(32,515)	(115,169)
Miscellaneous	20	3,342
	<u>\$ 93,237</u>	<u>\$ (11,568)</u>

8. Trust accounts:

The College administers trust cash and savings deposits on behalf of, and in accordance with the instructions of, donors. The trusts under administration include the following:

	2023	2022
Eva Bartlett Estate:		
Opening balance	\$ -	\$ 1,664
Interest earned	-	1
Scholarships issued	-	(1,665)
Ending balance	-	-
Emma Goodrich Estate:		
Opening balance	26,737	57,911
Interest earned	263	161
Scholarships issued	(27,000)	(31,335)
Ending balance	-	26,737
	<u>\$ -</u>	<u>\$ 26,737</u>

Trust assets and liabilities are not included in the statement of financial position.

9. Commitments:

The College is committed under an agreement to make the following minimum rental payments, including common services and operating costs for rental of premises until January 2025, as follows:

2024	\$ 173,707
2025	72,725
	<u>\$ 246,432</u>

COLLEGE OF CHIROPRACTORS OF BRITISH COLUMBIA

Notes to Financial Statements (continued)

Year ended July 31, 2023

10. Financial risks and concentration of risks:

(a) Liquidity risk:

Liquidity risk is the risk that the College will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The College manages its liquidity risk by monitoring its operating and other cash requirements. The College prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The College is exposed to credit risk with respect to the accounts receivable. The College assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

(c) Interest rate risk:

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates. The College is exposed to interest rate risk on its fixed interest rate financial instruments. The College manages its interest rate risk by maximizing the interest income earned on funds in excess of liquidity for day-to-day operations and actively managing fixed interest portfolio assets.

(d) Market risk:

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The College is exposed to market risk as fixed income investments are subject to fluctuations due to price changes on the market. The prices can also be affected by changes in interest rates and foreign currency exchange rates.

There has been no significant change in these risks from the prior year.

11. Comparative information:

Certain of the comparative prior year information has been changed to conform with the current year's presentation.



**COLLEGE OF
CHIROPRACTORS
OF BRITISH COLUMBIA**

900-200 Granville Street
Vancouver, BC V6C 1S4

Telephone: 604.742.6470

Toll-Free: 877.742.6470

Fax: 604.742.6471

Email: info@chirobc.com

chirobc.com

