

Continuous Improvement

2005 Annual Report



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Our Mission, Vision, Guiding Principles and Values

MISSION

The College of Massage Therapists of Ontario is dedicated to excellence in protecting the public, serving its members, and promoting the highest possible quality of the practice of massage therapy in a safe and ethical manner.

VISION

The College of Massage Therapists of Ontario envisions a future where:

- All qualified massage therapists are registered and proud to be associated with the College;
- Members bring a high degree of credibility and are inspired to maintain and enhance their skills, commitment and professionalism;
- The public, the government, and other healthcare professionals have a high level of awareness of, and confidence in, the competence of massage therapists and the profession of massage therapy;

- The College is seen, by the public and all its stakeholders and partners in Ontario and across Canada, to be a valued and respected member of the health-care regulatory environment;
 - The College is seen to be a willing and valued partner, and is open and accessible to all stakeholders;
 - The College encourages, supports, and promotes excellence in the teaching, research and practice of massage therapy; and,
 - The College, as a centre of excellence, is a creative and innovative professional regulatory organization, and a model for other similar organizations.
- Governance organizational development and effectiveness
 - Continuously developing appropriate partnerships
 - Professional ethics
 - Excellence in massage therapy education, research and practice
 - Dedication to public service and safety
 - Valuing staff through fair, equitable and competitive employment practices
 - Continuous commitment to quality assurance
 - Meeting and exceeding statutory obligations
 - Highest level of excellence in massage therapy practice

GUIDING PRINCIPLES AND VALUES

The College of Massage Therapists of Ontario believes in:

- Honesty
- Integrity
- Respect for others
- Transparency and openness
- Accountability
- Fiscal diligence and sound financial planning

Joint message from the President and Registrar

Each year, when we sit down to create the College's annual report, we begin by reminding ourselves of the activities and accomplishments of the previous year, with a view to identifying a common thread that we can use as our title "theme." Reading through recent issues of the College Standard to refresh our memories on what happened and when, our attention was inevitably drawn back to the concept of the ongoing evolution of the profession and how the College – and our members – are responding to it.

In truth, the College and the profession have been evolving together since the profession became self-regulating. Five years ago, in our 2000 annual report, we called attention to this idea with the theme "Evolving our organization: Progressing with our profession." Since that time, our themes have often reflected some aspect of this ongoing evolution... "Strength in Motion," "Dynamic Vision," "Foundations for Success" and so on.

The evolution continues. And so in choosing "Continuous Improvement" as our annual report theme for 2005, we are both reflecting back on more than 10 years of progressive achievement, and looking ahead towards the further maturing of our organization and our profession.

Continuous improvement is a business management practice – in Japan it is called "kaizen" – that encourages never-ending efforts for improvement involving everyone in the organization, as well as customers. The team identifies something that needs to be enhanced and works together to implement the necessary changes that lead to improvement.

In a similar way, the College must aim to respond to and collaborate with the public and our members to identify opportunities for continuous improvement. The result of striving for continuous improvement is increased efficiency, accountability and proficiency as an organization, and the increased professionalism of our members. Teamwork and collaboration are always part of the process and we thank our members for providing essential feedback that affects the changes we propose and approve.



RICK OVEREEM, MT



DEBORAH WORRAD

In 2005, the College was involved in a number of projects that moved us collectively towards increased professionalism.

You may notice as you review this year's annual report that there are now only four strategic directions to report on, where previously there were six. This in itself is a reflection of the continuous improvement of the College. As we have continued to improve and meet the goals of the strategic directions defined in our strategic plan, it has become more appropriate either to combine or delete some of the wording. College governance/leadership and management/operations have now been combined into one, and the strategic

direction relating to collaborative relationships has been removed since it is incorporated as part of the Registrar's job description.

Internally, the development of a new format photo ID card and renewal receipt is significantly reducing the administrative burden of registration renewals and reducing costs. In our ongoing efforts to ensure that registration of new members and renewals are handled promptly and efficiently, we have also enabled new members to apply for initial registration online and are phasing out paper renewals for existing members.

The Quality Assurance Committee has worked diligently to reflect the growth and maturation of the profession and in 2005 distributed a revised and re-formatted Standards of Practice document. This new version is easier for massage therapists to reference and has been updated or clarified in accordance with current practice. The final section of the document contains brand new Standards related to advanced techniques, reflecting modalities requiring additional training, but that are an accepted part of a massage therapist's scope of practice.

The Quality Assurance Committee has also adopted a process of continuous improvement regarding the peer assessment procedures, developing evaluation tools to analyze member and peer assessed feedback.

In the area of examinations, there have been significant changes this year to the Objectively Structured Clinical Evaluation (OSCE). For the first time, the OSCE was delivered over 11 stations instead of four, reflecting our mandate to continually improve and enhance the examination process, and ensure that all of

the entrance to practice competencies outlined in the *Massage Therapy Competency Standards* document (which replaced the old "core curriculum" in 2002) are thoroughly evaluated. The result is new registrants who are better prepared than ever to enter the profession.

Along with this, the College continues to forge strong relationships with massage therapy schools, conducting school visits to educate students about the role and mandate of the College and their responsibilities and obligations as future massage therapists.

Work continued in 2005 on the development of the International Massage Therapy Bridging Programme, with background research being completed in preparation to deliver the educational components beginning later in 2006. This programme acknowledges international training while maintaining rigorous standards for professional massage therapy practice in Ontario.

As well, we worked on broadening our offerings in Distance Education to assist members in making ethical decisions and maintaining professional boundaries – an advanced course on this topic was developed and will launch in the fall of 2006.

The College actively collaborated with its counterpart regulatory Colleges this year on the development of Infection Control Guidelines and flu pandemic planning. Shona Hunter of the Quality Assurance Department was very involved in the development through the Federation QA Working Group. The resulting resources provided to our members enhance professionalism and the quality of care provided to clients, while enabling the College to have a visible presence on Ontario's health professional landscape.

On the horizon is the Charter on Professionalism. The College recognizes its responsibility to directly assist in the professional growth of members to ensure that the Standards of Practice are met. To this end, we have developed a draft Charter outlining the basic principles, commitments and expectations, characteristics and behaviours intrinsic to professionalism. Members are invited to provide feedback on the Charter, as well as on other professionalism issues.

Ultimately, continuous improvement is about taking something that is already good and making it even better. The College is committed to continuous improvement in everything it does, for the benefit of the public and our members. This not only brings a higher level of sophistication to the College, but enhances the recognition of massage therapists as true professionals.



Rick Overeem, MT
President



Deborah Worrada, CAE
Registrar

2005 Highlights

STRATEGIC DIRECTION 1

To serve and protect the public through ensuring the **competency** of massage therapists and the **quality** of practice of massage therapy.

- The 2005 OSCE was expanded to include 11 stations. New scenario types were added to better evaluate the expected competencies of the candidates as outlined in the current Massage Therapy Competency document. The improved examination process enhances the role of public protection for the College by stringently and fairly evaluating candidate competence at an entrance level for massage therapists.
- In 2005, the Job Analysis Survey (JAS), completed by massage therapists and used to determine the blueprints for the certification examination, moved to a monthly electronic format. This enables the College to be more responsive to practice changes within the profession and adjust the certification exam content when needed to reflect real-world practice.
- Peer assessors completed 1,044 assessments this year. Of those, more than half did not require any further action by the Quality Assurance Committee. 297 were

sent reminder letters on deficiencies in their practice and 150 were required to respond to the Committee to confirm the deficiencies had been addressed. 22 were required to take a course or obtain assistance to update their knowledge, skills or judgment. Of this group, the Committee determined that 10 members needed to be reassessed after being given the opportunity to correct the deficiencies. In addition, 119 members were required to submit their professional portfolios to the Committee for review.

- Members who completed their CEU cycle in 2005 self-assessment information earned a median of 45 CEUs per member, well above the 30 CEU requirement. In their self-assessments, members indicated a number of areas where they assessed their current levels of competency to be below the set target levels. The top five of these areas are Conflict Resolution, On-going Client Evaluation, Physiology, Pathology and On-going Learning. The top five areas massage therapists indicated that they plan to develop over the next cycle include Client Assessment, Business Development, Business Acumen, On-going Learning and Pathology.
- A working group consisting of eight Health Regulatory College representatives finalized the *Infection Control for Regulated Professionals* document. Council adopted the document as a reference guide for its members. This evidence-based

education reference manual was designed to assist health care professionals to implement best practices day-to-day in infection control to protect their clients and themselves from disease.

- The Complaints Committee received 42 new complaints in 2004, an increase of 17 from the previous year. The committee conducted a review of 60 matters, of which 34 were completed during the year. The average time to dispose of a complaint by the committee remained the same as the previous year. This time is still above the legislated time limit, due mainly to the complexity of the complaints and the investigation required for fair and due process.
- Pre-hearing conferences were implemented for the first time in 2005 as a way of ensuring that contested discipline cases proceed fairly and quickly, narrowing the issues of the case and helping decrease the number of days required to complete a hearing. A pre-hearing conference was held in one matter during the year; the hearing will proceed in 2006. **The Discipline Committee did not hold any hearings in 2005.**



STRATEGIC DIRECTION 2

To increase public and membership awareness and understanding of the role and work of the College through appropriate **education** and **communication** strategies.

- In 2005 the Client Relations Committee developed the concept of a “Client’s Bill of Rights” to help better inform the public of their rights with regard to massage therapy treatment. The College produced the Client’s Bill of Rights in poster format and supplied one to each member for display in their practice.

- Articles published in the College Standard about client-centred care and who constitutes a client encouraged meaningful dialogue among members.
- The College developed and aired TV spots featuring dancers Rex Harrington and Evelyn Hart, both formerly of the National Ballet of

Canada. The dancers lent their time to the production at no charge because of their successful experience using massage therapy during the course of their careers. The purpose of the spots was to explain that the profession of massage therapy is regulated.

STRATEGIC DIRECTION 3

To ensure effective, efficient and accountable **stewardship** and **management** of the College.

The College’s third strategic direction covers ongoing internal activities, including annual planning, budgeting, staffing and audits. Overarching goals and objectives in this area include reviewing and refining the College policy governance model; reviewing performance management; and

ensuring financial planning and accounting practices. The College is committed to continuous improvement in each of these areas.

- In 2005, the College developed a new photo ID card for use beginning with 2006 renewals. The new ID card and renewal receipt are now printed out as one document (with perforations

to make it easy to separate the two parts of the form). This change was designed to streamline and speed up the registration renewal process.

To foster and enhance professional behaviour to encourage the highest possible standards in the practice of massage therapy.

- In 2005, the College finalized the revisions and formatting of the updated Standards of Practice. The new format has three distinct sections: Communication/Public Health Standards (covering various aspects of client care), Technique Standards (covering the common massage techniques used by massage therapists) and Additional Technique Standards (brand new standards that reflect modalities requiring additional training, but are an accepted part of a massage therapist's scope of practice).
- With the release of the updated Standards of Practice, the College's Quality Assurance Committee revised the peer assessment forms to conform to the new Standards. An increased emphasis has been put on the professional portfolio and the relationship between members' CEUs and the development log of the Self Assessment Tool.
- During the summer of 2005 the College's proposed Registration Regulation amendment, allowing prior learning assessment of education and experience, was proclaimed by the Ontario government. As a result, the College's Registration Committee was able to begin reviewing the competencies applicants gained during their practice as part of the overall competency evaluation.
- In 2005 two applicants from other Canadian provinces and six internationally educated applicants were reviewed. Both of the Canadian applicants were advised to do some additional study. In addition, one Ontario applicant who had been required to complete a refresher course, including the Standards and Regulations e-Workshop, requested exemption from the e-Workshop. The request was denied. Two of the internationally educated applicants were required to do some additional study. The other three internationally educated applicants were required to complete substantial additional preparation and were advised to apply for entry to an approved program in Ontario and to request advanced standing based on their previous studies.
- Members submitted requests to the Registration Committee to review five modalities to determine if they are within the scope of practice, complementary modalities, or outside the scope of practice. One modality (Ion Cleanse) was determined to be in scope, three (VelaSmooth, Endermology and Hellerwork) were outside the scope, and one decision (regarding Diathermy) was deferred until more information could be obtained.
- Massage therapy research to support the credibility of the profession and enhance clinical practice is an important and recurring theme. In addition to its ongoing work as



a Founding Partner of the Holistic Health Research Foundation of Canada, the College has partnered with Centennial College to offer a course in Research Literacy for Complementary and Alternative Health Care Practitioners and encourages its members to participate.

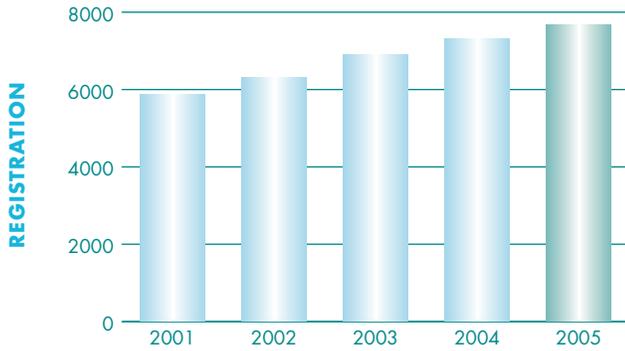
- The College amended the following Policies and By-laws:
 - The **Policy on Receipts** was amended to provide clearer guidance to members regarding what information should be replaced on receipts in different types of situations.
 - The **Policy on Direct Client Care** no longer allows the College to consider profession-related activities when counting direct client care hours for registration renewal.

- An amendment was made to **By-Law No. 7, Schedule A, Miscellaneous Fees**, increasing the fee for evaluation of credentials for non-Ontario, non-MRA applicants from \$100 to \$175 to reflect the increased costs of determining the equivalency of the applicants' educational program to the Ontario Massage Therapy Competency Standards.
- The **Appeals Policy** was amended to reduce the number of frivolous appeals.
- As well, the College revoked the following policies because the content of the policies is covered in other Policies and Regulations:
 - Admission to Certification Examinations
 - Dealing with Complainants
 - Non-Ontario Schools of Massage Therapy
 - Provision of Information when Treating Incapable Clients
- The Policy on Discounts and Package Deals was revoked while amendments to the Advertising regulation were being discussed and developed.

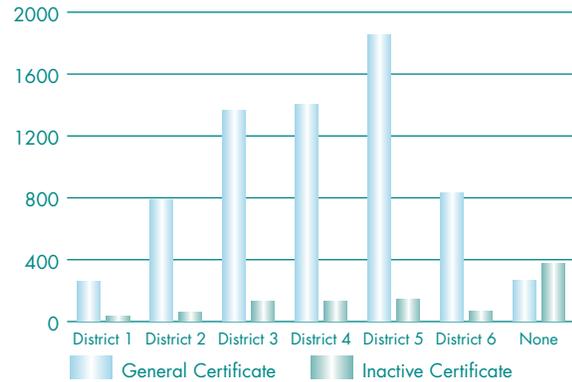
- In 2005, the Ministry of Health and Long-Term care indicated it was concerned about how registered health professionals do advertising. After holding consultations with the Federation, it prepared a template advertising regulation for circulation to the Colleges. The College in turn developed its own draft advertising regulation specifying how to approach marketing practices. This was submitted to Council for approval and then to members for 60-day consultation. Work on the draft regulation is continuing into 2006.

College Facts and Stats

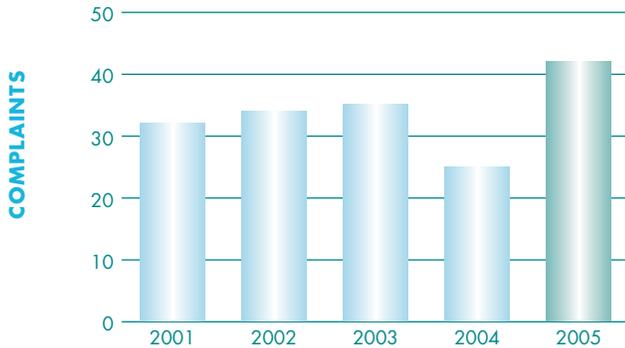
TOTAL NUMBER OF REGISTRANTS



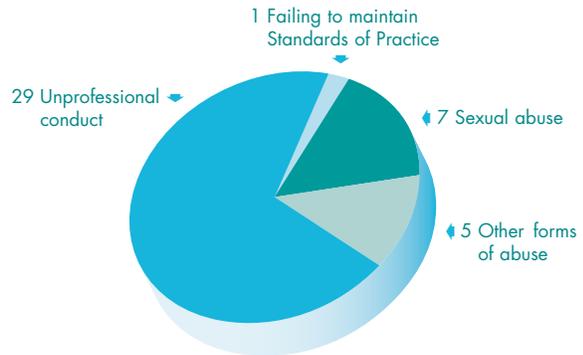
REGISTRANTS BY DISTRICT AND TYPE OF CERTIFICATE



NEW COMPLAINTS



NEW COMPLAINTS BY TYPE

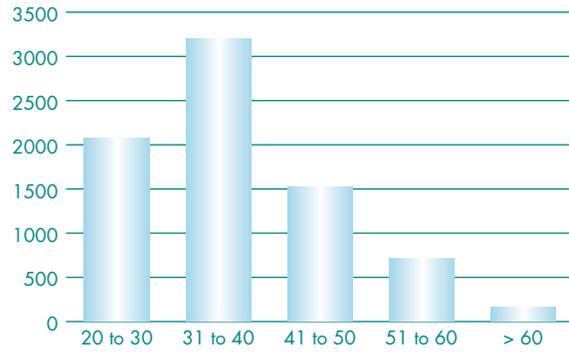


SCHOOL STATS 2005

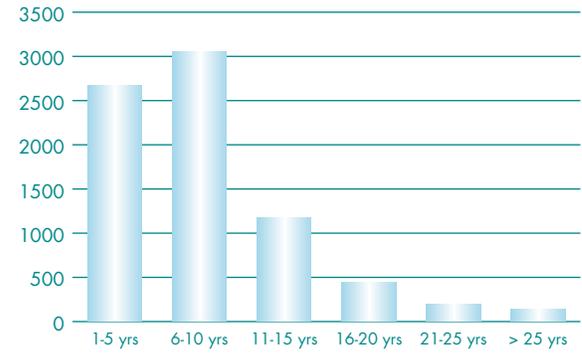
CERTIFICATION EXAMINATIONS

SCHOOLS	Candidates OSCE	OSCE # Pass first attempt	OSCE # Pass second attempt	OSCE # Pass third + attempt	OSCE % Pass	Candidates MCQ	MCQ # Pass first attempt	MCQ # Pass second attempt	MCQ # Pass third + attempt	MCQ % Pass	Eligible for Registration
TOTAL	1006	642	104	36	-	969	738	61	13	-	717

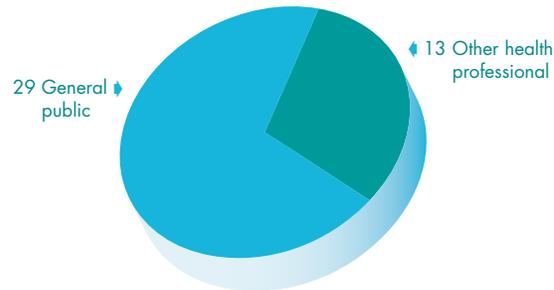
REGISTRANTS BY AGE



REGISTRANTS BY NUMBER OF YEARS IN PRACTICE

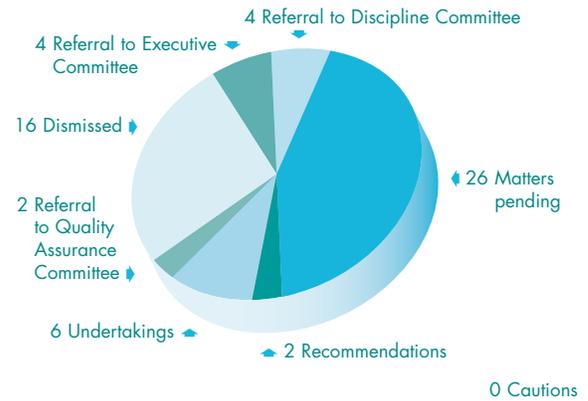


SOURCE OF COMPLAINTS

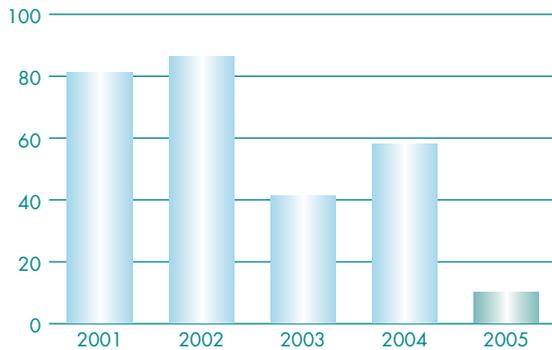


DISPOSITIONS

Total number of matters completed – 34
Decisions include:



APPEALS VOLUMES



Summarized Financial Statements

Auditors' Report on Summarized Financial Statements.

To the Council of the
College of Massage Therapists of Ontario

The accompanying summarized statements of financial position, operations and changes in net assets are derived from the complete financial statements of the College of Massage Therapists of Ontario as at December 31, 2005 and for the year then ended on which we expressed an opinion without reservation in our report dated February 20, 2006. The fair summarization of the complete financial statements is the responsibility of the College's management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying summarized financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the College's financial position and results of operations, reference should be made to the related complete financial statements.

Hilborn Ellis Grant LLP

Chartered Accountants
Toronto, Ontario
February 20, 2006

SUMMARIZED STATEMENT OF FINANCIAL POSITION DECEMBER 31, 2005

	2005 \$	2004 \$
ASSETS		
Current Assets		
Cash	2,487,773	1,673,274
Deposits and prepaid expenses	21,206	21,206
	2,508,979	1,694,480
Long-term Assets		
Investments	1,256,259	1,130,353
Capital assets	109,223	97,884
	1,365,402	1,228,237
	3,874,461	2,922,717
LIABILITIES		
Current Liabilities		
Accounts payable and accrued liabilities	758,334	665,160
Deferred membership fees	2,194,668	1,800,451
	2,953,002	2,465,611
NET ASSETS		
Net assets invested in capital assets	109,223	97,884
Unrestricted net assets	812,236	359,222
	921,459	457,106
	3,874,461	2,922,717

SUMMARIZED STATEMENT OF OPERATIONS

YEAR ENDED DECEMBER 31, 2005

	2005 \$	2004 \$
Revenues		
Membership fees	3,027,333	2,440,780
Examination fees	1,012,630	711,035
Investment income	73,952	79,672
	4,113,915	3,231,487
Expenses		
Council and committees	106,468	132,313
Complaints and discipline	290,570	393,856
Communications	542,550	312,594
Examinations	847,708	519,922
Professional fees	131,945	196,456
Quality assurance	134,598	125,029
Rent and operating costs	202,583	201,934
Office and general	480,304	410,090
Amortization	58,044	49,758
Salaries and benefits	943,782	833,610
	3,738,552	3,175,562
Excess of revenues over expenses for year	375,363	55,925

SUMMARIZED STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2005

	Invested in Capital Assets \$	Unrestricted \$	2005 Total \$	2004 Total \$
Balance, beginning of year	97,884	359,222	457,106	401,181
Excess (deficiency) of revenues over expenses for year	(58,044)	433,407	375,363	55,925
Purchase of capital assets	69,383	(69,383)	-	-
Accumulated gains and losses included directly in the statement of changes in net assets	-	88,990	88,990	-
Balance, end of year	109,223	812,236	921,459	457,106

Complete Audited Financial Statements Available
Upon Request From The College

Council 2006

EXECUTIVE COMMITTEE

Rick Overeem, MT, President
District 6, Voice Mail # 169

Wendy Hunter, MT, Vice President
District 4, Voice Mail #166

Lynn Beyak, Executive Member
Public Member, Voice Mail #162



RICK OVEREEM, MT



WENDY HUNTER, MT



LYNN BEYAK

COUNCIL MEMBERS

Denise Aumont, MT
District 1, Voice Mail #160

Qodrat Azima, Public Member
Voice Mail #161

Lynn Dobson, Public Member
Voice Mail #163

Ian Dolmage, MT
District 2, Voice Mail #164

Shanna Grabinsky, Public Member
Voice Mail #165

Janice Land, MT
District 3, Voice Mail #167

James Lee, Public Member
Voice Mail #168

Dylan Swan, MT
District 5, Voice Mail # 170



IAN DOLMAGE, MT



SHANNA GRABINSKY



JANICE LAND, MT



JAMES LEE



DYLAN SWAN, MT

Photos of the following Council members were not available:
Denise Aumont, MT, Qodrat Azima, Lynn Dobson.

2006 Committee

EXECUTIVE COMMITTEE

Rick Overeem, MT – President
Wendy Hunter, MT – Vice President
Lynn Beyak – Executive Member

APPEALS COMMITTEE

Janice Land, MT – Chair
Wendy Hunter, MT
Shanna Grabinsky
Lynn Dobson
Karen Redgers, MT (Volunteer)

CLIENT RELATIONS COMMITTEE

Lynn Beyak – Chair
Denise Aumont, MT
Lynn Dobson
Parisa Moallemian, MT (Volunteer)

COMPLAINTS COMMITTEE

Wendy Hunter, MT – Chair
Qodrat Azima
Ian Dolmage, MT
Shanna Grabinsky
Jason Dubois, MT (Volunteer)
Catherine Moran, MT (Volunteer)

DISCIPLINE COMMITTEE

Lynn Dobson – Chair
James Lee
Janice Land, MT
Dylan Swan, MT
Sylvia Jong, MT
David Janveau, MT (Volunteer)
Andrea Young, MT (Volunteer)
Samantha Douglas, MT (Volunteer)

FITNESS TO PRACTICE COMMITTEE

James Lee – Chair
Denise Aumont, MT
Parisa Moallemian, MT (Volunteer)

QUALITY ASSURANCE

Qodrat Azima – Chair
James Lee
Rick Overeem, MT
Dylan Swan, MT
Karen Redgers, MT (Volunteer)

REGISTRATION COMMITTEE

Shanna Grabinsky – Chair
Lynn Beyak
Ian Dolmage, MT
Denise Aumont, MT
Sheryl Stanley, MT (Volunteer)

Staff

Deborah Worrad –
Registrar & Executive Director
Corinne Flitton –
Deputy Registrar
Niyataa Chari –
Registration Assistant
Marjory Embree –
Registration Manager
Beata Gallay –
Examination Manager
Shona Hunter –
Quality Assurance Manager
Flo Meingast –
Corporate Services Coordinator
Grace Marie Nicer –
Administrative Assistant
Richard Prevost –
Investigations and
Complaints Assistant
Kevin Stocker, MT –
Examination Officer
Tricia Thompson –
Executive Assistant
Sue Volman –
Receptionist
Pauline Walters –
Investigations and
Complaints Manager

NON-COUNCIL MEMBERS (VOLUNTEERS)

Thank you to all the non-Council members who participate on the College's many sub-committees and working groups during the year. We are very grateful for your commitment to the work of the College.



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