TOWARDS A BROADER VISION

2007 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 healthcare 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.

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
• 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
JOINT MESSAGE FROM THE PRESIDENT AND REGISTRAR

To fully understand the theme of this year’s report – Towards a Broader Vision – we need first to look back to 2000, which was a pivotal year for the College of Massage Therapists of Ontario.

In that year, the College went through a significant internal review, in which Council adopted a new governance policy and a number of strategic directions which would guide the College – and support the growth of the profession – in the coming years. Until that time, the College’s role had essentially been limited to administering the Regulated Health Professions Act, 1991 (RHPA). With the new governance model and strategic plan in place, we began to lay the foundation for a sustainable future, with a specific focus on attaining measurable and specific goals in areas such as scope of practice, public and member awareness and communications, standards of practice, policy development and professionalism, and internal operations and risk management.

In the years since, we have continued to work diligently to realize the vision set out in the strategic plan, and have made ourselves accountable to you, our members, for achieving against each of our strategic targets. We have taken on a greater leadership role and put parameters and expectations around the College’s performance in achieving our vision.

2007 saw the completion of many of the goals that had been set out in the existing strategic plan. In this past year, we refined our governance processes, added policies to the governance manual and completed the task of creating a library of Public Service Announcements that we can use again and again in the future. At the Massage Therapy Expo in November 2007 we launched our workshop on Professionalism, inspired by the Charter on Professionalism, which is going around the province in 2008.

Continuous improvement in the area of information technology (IT) has allowed us to work effectively and efficiently. This year, during our fifth year of online registration renewals, more than 75 percent of the members renewed online which helped the College achieve the efficiencies we had originally envisioned. We are now able to renew more members utilizing less staff resources, freeing up resources for other tasks. Online submission of the Self Assessment Tool and Continuing Education Units reporting was also offered for the first time. The College researched and selected a new document management system which was installed in 2008 to integrate with its existing database, bringing the College closer to a completely electronic office administrative system.

As well in 2007, we began developing case studies in ethics and professional judgment for RMTs, offered through the Advanced Ethics Workshop. With this, we are creating a body of knowledge for members on what would be accepted practice regarding certain ethical issues that arise. We have integrated some of the case studies into the professionalism workshop and hope to make them available as a resource to the members in 2008.

We have produced another bulletin on diversity (the final in our series of bulletins on the prevention of client abuse), which is posted on the College’s website, and established guidelines for the mediation of complaints. We work continually to improve the OSCE process and in 2007 tested a new method for computerized scoring of candidates to make the scoring process more efficient and secure. A protocol regarding the credentialing of internationally educated applicants to the
College was implemented as part of the International Bridging Program established in September 2006 with Centennial College and is now a part of our operations.

For all intents and purposes, the College has achieved the original vision that was created in 2000.

This does not mean that our work is over. On the contrary, it means that our new work is just beginning. We are entering a challenging new phase in the evolution of the College – and in the profession of massage therapy.

We must now look towards a broader vision. While the College initially set out to develop a strategic plan for its own organization, we quickly realized that this new strategic plan needed to evolve into a plan for the profession as a whole. This work began in September, when the College leadership team and Executive Committee embarked on a three-day strategic planning retreat. As part of this, we invited Andrew Parr, Executive Director of the Ontario Massage Therapist Association to be part of the process. This retreat enabled us to look at the profession and how it is now positioned within the healthcare environment in Ontario.

This environment is changing and challenging. The government is looking for more collaboration with and between the regulatory health Colleges. The RHPA has been looked at again after 10 years, and this is impacting our regulatory environment. (Bill 171, Health System Improvements Act, 2007 received Royal Assent on June 4, 2007, initiating the most significant amendments to the RHPA since 1993.) Within the profession itself, there are a greater number of members and schools.

We emerged from our meeting with a clearer understanding of the issues, challenges and opportunities we face in the years ahead, and consensus that the College, OMTA and massage therapy schools must work together closely to ensure the sustainability of the profession. Over time, this will mean evolving the structure of our organization and an expanded vision that encompasses the roles of all stakeholders. This work is ongoing and there will be a great deal of communication with you in the coming months as we move forward.

As one phase comes to an end, another begins. These are exciting and challenging times for the College and for the profession of massage therapy as we work together with you to achieve a broader vision.
2007 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

LEGISLATIVE REQUIREMENTS
Peer assessors completed 860 assessments this year. Of those, 538 did not require any further action by the Quality Assurance Committee. 184 were sent reminder letters on deficiencies in their practice and 117 were required to respond to the Committee to confirm that deficiencies had been addressed. Twenty-three were required to take a course or obtain assistance to update their knowledge, skills or judgment. Of this group, the Committee determined that 17 members needed to be reassessed after being given the opportunity to correct the deficiencies. In addition, three members were referred to Executive Committee on allegations of professional misconduct.

Members who completed their CEU cycle in 2007 earned a median of 40 CEUs per member. The average number of Category A CEUs was 55 and the average number of Category B CEUs was 7. The top five areas massage therapists indicated that they plan to develop over the next cycle were Client Assessment, Pathology, Ongoing Learning, Business Acumen and Business Development. The top five areas that fell below the target level were Ongoing Client Evaluation, Pathology, Physiology, Ongoing Learning and Client Assessment.

The Complaints Committee met 10 times throughout the year to consider 73 different matters, a significant increase over the previous year. Of these 42 were resolved, for a completion percentage of 58%. This was a 4% improvement over 2006. The average number of days to complete a complaint this year dropped from 242 in 2006 to 215 in 2007. This occurred despite the fact that the College received 53 complaints in 2007, compared to 20 in 2006. In 2007, a two-panel approach was initiated to manage complaint volume. This decreased the time demand for Complaints Committee members, while accelerating the complaint disposition process.

The Assistant Deputy Minister of the Ministry of Health and Long-Term Care requested by letter to the College that the Executive Committee undertake a comprehensive review of the College’s examination process. The Committee conducted a thorough review and submitted a detailed confidential report to the Ministry, Council and College administration outlining several recommendations. The recommendations have been implemented in 2008.

REGULATORY REVISIONS
In summer 2007, the government proclaimed Bill 171, the Health System Improvements Act, 2007. This legislation amends the Regulated Health Professions Act, 1991 to increase public access to information regarding healthcare professionals, including massage therapists, and promotes greater patient/client protection. The Act also adds four more regulated professions to the RHPA – naturopathy, homeopathy, psychotherapy and kinesiology – in addition to other amendments. The Act will require the Council to change its Committee structure and make adjustments to the way it has been regulating the profession. This work is ongoing.
In consultation with members, the College amended several By-laws and Policies, and created or revised several guidelines and position statements. These included:

- Amendment to By-law No. 7, sec. 4 – Prorating of Fees
- Amendment to Expiry of Certificates Regulation
- Amendment to By-law No. 8, sec. 5 – Members’ Business Website Addresses
- Amendment to Registration Regulation – RMT designation
- Revision to Position Statement on Post-Termination Relationships
- Amendment to By-law No. 8 – The Register
- New Conflict of Interest Regulation
- New Policy on Returning Exam Candidates

Many of these amendments were government policy initiatives or were in response to concerns brought to the attention of the College by members.

Current versions of all By-laws, Policies and Position Statements are posted on the College’s website in the “Standards and Regulations” section. The Regulation amendments have been submitted to the Government for approval.

Two new Standards of Practice were approved in late 2006, the first two Additional Technique Standards that have been developed for members who practice modalities that are not part of the core competencies. Additional Technique Standard 1 is an introductory Standard that applies to all Additional Technique Standards, while Additional Technique Standard 2 is related to the practice of Acupuncture. Both Standards of Practice can be downloaded at http://www.cmto.com/regulations/standard.htm.

**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

**COMMUNICATIONS, INFORMATION SHARING AND EDUCATION**

The Registrar and Deputy Registrar continued their annual presentations to schools and the Executive Committee held six Meet and Greet receptions around the province to interact with members. The website was continuously updated in 2007, and a usability study was conducted in preparation for an updating of the website in 2008.

The College developed a “diversity toolkit” bulletin which is available to members on the College’s website. The toolkit builds on the bulletin developed in 2006 which introduced the concept of diversity and its importance to members of the profession, by providing further resources and clarification of the competencies needed to incorporate diversity within a practice.

**STAKEHOLDER RELATIONSHIPS**

The College continues to take an active role in advancing massage therapy research literacy, capacity and funding.

The College’s annual contribution towards the Massage Therapy Research Fund of the Holistic Health Research Foundation of Canada paved the way for the granting of five research awards through the Fund’s 2007 open research competition. The College is also involved in the governance of this charitable organization (the College Registrar sits on the Board). College members attended the Foundation’s 2007 educational event, The Cancer Continuum, which presented the evidence for natural approaches to cancer prevention, management and care.
The College continues to enjoy a strengthened working relationship with the Ontario Massage Therapist Association (OMTA), with the two organizations working in collaboration for the good of the profession. This year, as part of our evolving strategic planning process, we invited the OMTA to become a vital part of the development of the new strategic plan. As well, we have added an OMTA representative to our Council.

The Executive Committee met with the heads of massage therapy at community colleges across the province to foster improved relations and enhanced communications. A similar meeting also occurred with administrators of the private career colleges.

2007 was a busy year for Deborah Worrad, Registrar, as she continued her involvement on the Board of the Council on Licensure, Enforcement and Regulation (CLEAR), the premier international resource for professional regulation stakeholders from all sectors. Deborah also participated in strategic planning of the Federation of Health Regulatory Colleges in Ontario. In addition, the Registrar attended the first conference of the Canadian Network of National Associations of Regulators (CNNAR) on the Future of Professional Regulation in Canada and worked with the Physiotherapy Exam Skills Research Group as a consultant to the steering committee. At the invitation of the massage therapy government representative for British Columbia, Deborah attended the Leading Practices Forum in Victoria which looked at the current practices and issues related to labour mobility, fair registration practices and the internationally educated. The Registrar also participated in the two days of meetings to renegotiate the Mutual Recognition Agreement, and met with Spas Ontario and the OMTA to further review the joint initiative related to massage therapists’ role in the spa industry.

INFORMATION TECHNOLOGY SYSTEMS

In keeping with the College’s plans to create more electronic services for its members, the College implemented online submission of Target Level Submission forms in 2007, as part of the Self-Assessment Tool for members completing their CEU cycle.

2007 was the sixth year of online registration renewals. In its quest to become more electronically based, the College developed a CD-based information package for initial registrations to replace the paper version. A document management system was also researched and selected for installation in 2008.

Strategic Direction #3

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

The third strategic direction of the College covers ongoing internal activities of the College, 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.

GOVERNANCE AND STRATEGIC PLAN

The College is undertaking a significant initiative to develop a strategic plan for the College as well as the profession. This work began in September with a three-day planning retreat, which was attended by the Executive Director of the Ontario Massage Therapist Association (OMTA). The College continues to work on the plan and will release it in 2008.

HUMAN RESOURCES

The College has enhanced its ability to offer practice advice through the hiring of a part-time Practice Advisor. The role of the Practice Advisor is to point out relevant resources to members, such as Standards of Practice, Policies, Position Statements, guidelines and legislation, and to discuss options regarding how certain courses of action might play out.
FINANCIAL PLANNING AND ACCOUNTING

The College incorporated new audit standards as required by the Canadian Institute for Chartered Accountants. These standards are more rigorous than in previous years due to a need for greater transparency and disclosure in relation to financial statements.

Important Note:

In reading the audited financial Statements for 2007, you will note that the figures for Investigations and Complaints has exponentially increased over 2006. This is a category of expense that can be difficult for the College to control. It is the primary area of activity for the College as investigation of complaints and information regarding members is central to the College’s mandated responsibility of protecting the public interest. The number of complaints received and investigations commenced doubled over 2006.

Although it is too early to determine whether this is a new trend, it is important to realize that given the number of members, the total number of complaints and investigations is still very low. Through educational materials developed by the Client Relations Committee, the Professionalism Workshop and Making Ethical Decisions and Maintaining Professional Boundaries Workshops, commentaries in the College’s newsletter along with Executive Summaries of Discipline Hearings and a zero tolerance philosophy of sexual abuse, it is anticipated that some types of complaints will be reduced.

However, it must be noted that this area is the primary reason for the College’s weaker financial position over previous years as the College must be able to fund this area in order to maintain the public trust in the profession and to meet its mandate.

Strategic Direction #4

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

CHARTER ON PROFESSIONALISM

In 2007, an RFP was sent out to all interested parties for the creation of a Professionalism workshop which consolidates the principles presented in the Charter on Professionalism. Cidalia Paiva, the Executive Director of West Coast College of Massage Therapy in Vancouver, BC, developed the workshop which she piloted at the Massage Therapy Expo in Burlington, ON, with positive response.

The College has been working with Centennial College over the past few years to develop a Bridging Program for internationally educated massage therapists. The Registration Committee reviewed and approved the protocol for admission to the new program and in December 2007 met to review the first Diagnostic Assessment results of applicants to this new program. Two out of seven applicants reviewed were referred to the bridging program. This new credentialing protocol has resulted in a more accurate assessment of internationally educated applicants’ massage therapy competencies and as a result has assisted in guiding them to the Bridging Program or other additional training as needed to complete the requirements for registration more quickly, efficiently and fairly.
COLLEGE FACTS AND STATS

REGISTRATION
Total Number of Registrants

Registrants by Age

Registrants by Number of Years in Practice

CERTIFICATION EXAMINATIONS
School Stats 2007

<table>
<thead>
<tr>
<th>Total OSCE Candidates</th>
<th># Pass OSCE</th>
<th>% Pass OSCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>992</td>
<td>867</td>
<td>87</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Written Candidates</th>
<th># Pass Written</th>
<th>% Pass Written</th>
</tr>
</thead>
<tbody>
<tr>
<td>905</td>
<td>777</td>
<td>86</td>
</tr>
</tbody>
</table>

Total # eligible for registration - 749

Appeals Volumes

<table>
<thead>
<tr>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>15</td>
<td>30</td>
<td>45</td>
<td>60</td>
</tr>
</tbody>
</table>
**New Complaints**

**New Complaints by Type**

- **Failing to maintain Standards of Practice**: 2
  - Failing to conduct an assessment: 1
  - Inappropriate draping: 1
- **Sexual abuse**: 15
  - Inappropriate touch of a sexual nature: 11
  - Sexual relations with a client: 4
- **Other forms of abuse**: 2
  - Use of excessive pressure causing injury: 1
- **Unprofessional conduct**: 14
  - Soliciting clients: 4
  - Making false statements: 2
  - Terminating a contract without cause: 1
  - Rude and abusive communications: 2
  - Breach of Confidentiality: 1
  - Failing to respond to a client’s request for records: 1
  - Breaching terms of a contract: 1
  - Removing client files from a practice location without prior notice: 1
  - Abandonment of client: 1
- **Failing to maintain records as required**: 15
- **Performing a controlled act**: 2
  - Communicating a diagnosis: 1
  - Providing prostate massage: 1
- **Practising while suspended**: 1
- **Using a protected title**: 2
  - Use of the title Osteopath: 2

**Source of Complaints**

- 34 General public
- 6 Other members
- 3 Other health professionals
- 10 Insurance Companies

**Dispositions**

**Total number of matters completed – 42**

**Decisions include:**

- 28 Dismissed, no further action
- 5 Withdrawn
- 1 Acknowledgement and undertaking
- 2 Verbal caution
- 1 Referral to Quality Assurance Committee
- 5 Referral to Discipline Committee

**Matters Pending – 32**
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, 2007 and for the year then ended on which we expressed an opinion without reservation in our report dated April 14, 2008. 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.

Toronto, Ontario  Chartered Accountants  Licensed Public Accountants
April 14, 2008

<table>
<thead>
<tr>
<th>SUMMARIZED STATEMENT OF FINANCIAL POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
</tr>
<tr>
<td>Current Assets</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
</tr>
<tr>
<td>Accounts receivable</td>
</tr>
<tr>
<td>Investments</td>
</tr>
<tr>
<td>Prepaid expenses</td>
</tr>
<tr>
<td>Investments</td>
</tr>
<tr>
<td>Capital assets</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
</tr>
<tr>
<td>Deferred membership fees</td>
</tr>
<tr>
<td>Lease inducements</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
</tr>
<tr>
<td>Invested in capital assets</td>
</tr>
<tr>
<td>Unrestricted – cumulative excess of revenues over expenses</td>
</tr>
<tr>
<td>Unrestricted – cumulative net unrealized gains on available for sale financial assets</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
</tr>
</tbody>
</table>
**SUMMARIZED STATEMENT OF OPERATIONS**

Year ended December 31

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership fees</td>
<td>3,504,339</td>
<td>3,251,617</td>
</tr>
<tr>
<td>Examination fees</td>
<td>1,067,255</td>
<td>905,045</td>
</tr>
<tr>
<td>Investment income</td>
<td>167,138</td>
<td>141,527</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>4,738,732</td>
<td>4,298,189</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Council and committees</td>
<td>144,229</td>
<td>108,339</td>
</tr>
<tr>
<td>Complaints and discipline</td>
<td>846,320</td>
<td>279,846</td>
</tr>
<tr>
<td>Communications</td>
<td>367,551</td>
<td>412,229</td>
</tr>
<tr>
<td>Examinations</td>
<td>1,140,095</td>
<td>936,444</td>
</tr>
<tr>
<td>Professional fees</td>
<td>87,122</td>
<td>108,648</td>
</tr>
<tr>
<td>Consulting fees</td>
<td>323,168</td>
<td>154,463</td>
</tr>
<tr>
<td>Quality assurance</td>
<td>150,199</td>
<td>184,240</td>
</tr>
<tr>
<td>Rent and operating costs</td>
<td>222,372</td>
<td>221,355</td>
</tr>
<tr>
<td>Office and general</td>
<td>474,994</td>
<td>453,289</td>
</tr>
<tr>
<td>Amortization</td>
<td>66,633</td>
<td>46,273</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,132,350</td>
<td>1,044,615</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>4,955,033</td>
<td>3,949,741</td>
</tr>
<tr>
<td><strong>Excess of revenues over expenses</strong></td>
<td>(216,301)</td>
<td>348,448</td>
</tr>
</tbody>
</table>

**SUMMARIZED STATEMENT OF CHANGES IN NET ASSETS**

Year ended December 31

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Invested in Capital Assets $</td>
<td>Unrestricted Excess of Revenues over Expenses $</td>
</tr>
<tr>
<td></td>
<td>2007 Total $</td>
<td>2006 Total $</td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>100,682</td>
<td>1,080,235</td>
</tr>
<tr>
<td>Excess (deficiency) of revenues over expenses for year</td>
<td>(66,633)</td>
<td>(149,668)</td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>287,138</td>
<td>(287,138)</td>
</tr>
<tr>
<td></td>
<td>321,187</td>
<td>643,429</td>
</tr>
</tbody>
</table>

Accumulated gains (losses) included directly in the statement of changes in net assets:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrealized gains (losses) on available for sale financial assets arising during the year</td>
<td>–</td>
<td>(53,758)</td>
</tr>
<tr>
<td>Reclassification adjustment for losses (gains) included in excess of revenues over expenses</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>–</td>
<td>(53,758)</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>321,187</td>
<td>643,429</td>
</tr>
</tbody>
</table>

*Complete Audited Financial Statements Available Upon Request From The College*
EXECUTIVE COMMITTEE

Wendy Hunter, RMT – President
District 4

James Lee – Vice President
Public Member

Lynn Dobson – Executive Member
Public Member

COUNCIL MEMBERS

Qodrat Azima, Public Member

Lauren Carnegie, RMT
District 3

Babar Chaudhry, Public Member

Ian Dolmage, RMT
District 2

Nancy Engstrom, RMT
OMTA Member

Romilla Gupta, Public Member

Peter Roach, RMT
District 6

Darren Stevens, RMT
District 1

Dylan Swan, RMT
District 5

Photos of the following Council members were not available: Qodrat Azima, Lynn Dobson, Nancy Engstrom.
2008 COMMITTEES

Appeals Committee
Romilla Gupta – Chair
Wendy Hunter, RMT
Lynn Dobson
Dylan Swan, RMT
Parisa Moallemian, RMT (non-Council)

Client Relations Committee
Babar Chaudhry – Chair
Romilla Gupta
Nancy Engstrom, RMT (non-Council-OMTA)

Complaints Committee
Wendy Hunter, RMT – Chair
Darren Stevens, RMT
James Lee
Qodrat Azima
Patti Fitzmaurice, RMT (non-Council)
Cathy Moran, RMT (non-Council)

Discipline Committee
Lynn Dobson – Chair
Lauren Carnegie, RMT
Peter Roach, RMT
Romilla Gupta
Jennifer Lynch, RMT (non-Council)
Parisa Moallemian, RMT (non-Council)
Karen Redgers, RMT (non-Council)

Fitness to Practice Committee
Ian Dolmage, RMT – Chair
Qodrat Azima
Cathy Moran (non-Council)

Quality Assurance Committee
Dylan Swan, RMT – Chair
Peter Roach, RMT
James Lee
Qodrat Azima
Nancy Engstrom, RMT (non-Council-OMTA)

Registration Committee
James Lee – Chair
Ian Dolmage, RMT
Dylan Swan, RMT
Babar Chaudhry
Jennifer Lynch, RMT (non-Council)
Odelette Jackson, RMT (non-Council)

Non-Council Members (Volunteers)
Many thanks to our hard working non-Council members, who are involved with the College’s various sub-committees and working groups throughout the year. We truly appreciate your dedication and commitment to advancing the College’s work.

We would also like to extend a special thanks to those volunteers whose terms came to an end in 2007:
Jason Dubois, RMT
Samantha Douglas, RMT
Andrea Young, RMT

STAFF

Deborah Worrall – Registrar & Executive Director
Corinne Flitton – Associate Registrar – Policy and Practice
Tami Hynes – Associate Registrar – Corporate Services
Susana Bruboker – Receptionist
Carlington Clarke – Registration Assistant
Marilyn Embree – Registration Manager
Kathryn Ho – Investigations and Complaints Assistant
Heather Huckfield – Registration Assistant
Shona Hunter – Quality Assurance Manager
Jennifer MacBride, RMT – Professional Practice Advisor
Flo Meingast – Corporate Services Coordinator
Trina Meloche – Investigations and Complaints Coordinator
Grace Marie Nicer – Quality Assurance Assistant
Rebecca Samms – Examination Coordinator
Kevin Stocker, RMT – Examination Officer
Tricia Thompson – Executive Assistant
Pauline Walters – Investigations and Complaints Manager