

## HEADLINE ARTICLE

# Building the Entrepreneurial Practice: One Step at a Time

Interview with Claudia Salzmann, R.M.T.

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FROM  
THE  
PRESIDENT

Elected by Council to the position of President of the College in February, it is now my pleasure to have the opportunity to serve as Council President for 2012.

As I begin my first full year as President, I reflect back on the College's achievements in 2011, but also look forward to a busy coming year.

In 2011, Council governed the College through a year of numerous transitions. College staff did a great job navigating the changes, despite being understaffed. Rising to the challenges, the College's Council introduced best practices – which will serve to strengthen our governance processes. The Executive Committee also commenced a review of the College's financial policies, and introduced some best practices for not-for-profit financial oversight.

An annual evaluation process for the Registrar's position was launched in 2011, which included the roll-out of a new operational plan and reporting format. The completion of the first cycle of this new process is anticipated in the second quarter of 2012.

On January 10, 2012, Council approved the Inter-Jurisdictional Practice Competencies. Practice Competencies establish the minimum requirement for newly registered Massage Therapists who are entering practice for the first time, and ensure their ability to practice in a manner that is safe, effective and ethical.

I'd especially like to thank the RMTs who worked literally years on this truly monumental project.

From Ontario:

Pam Fitch, Wendy Hunter, Rick Overeem, and Breanne Plue.

From Newfoundland and Labrador:

Amy Norris and Joanne White.

From British Columbia:

Peggy Bereza, Karen Buckley, Randy Persad, and Annette Ruitenbeek.

Facilitation and consulting for this project was ably provided by Dr. David Cane; and we are also grateful to the Government of Canada for providing substantial funding for this project.

The final phase will be for Council to approve the associated Performance Indicators, which were completed in March 2012. Performance Indicators describe how the competencies of candidates for initial registration will be assessed, both within approved education programmes and within the registration examination.

Later this year, the College will be providing information to the Ontario Massage Therapy Schools to assist them in implementing the new Competency Standards and Performance Indicators.

The Inter-Jurisdictional Practice Competencies and Performance Indicators create a foundation for our profession, which opens up the possibility for other big steps moving forward, such as: a national accreditation process for Massage Therapy education programmes, facilitating more provinces in achieving regulation, and the establishment of a national registration exam.

A nationally implemented set of competencies will create increased consistency of practice by RMTs throughout Canada, and ensure high quality Massage Therapy care to all Canadians.

In other projects this year, Council will review the College's By-laws, and will complete a project commenced in 2011 to review all the College's policies relating to care of Massage Therapy clients.

I'm looking forward to 2012 as a year full of challenges and achievements, and I'm excited about the possibilities as we move forward, for the College, and for all Massage Therapists in Ontario.

Dave Janveau, RMT, President

Interview with

**Claudia Salzmann, R.M.T.**

By Steven Hobe, CEO, Madog Marketing &amp; Design

**Building the Entrepreneurial Practice:  
One Step at a Time**

On Claudia Salzmann's 19th birthday, she decided to book an appointment with a Registered Massage Therapist at a local dance theatre in her area. At the time, Claudia fondly remembers the RMT playfully saying, "Have hands, will travel". This was her first experience with Massage Therapy, and would ultimately be the inspiration to foster an over thirty-year career in the profession. "This had a huge impact on me. I had always wanted to be in healthcare, and I realized that through Massage Therapy I could help people. It was then and there that I decided to become an RMT."

"I had done a couple of years volunteering at the old Wellesley Hospital. This gave me a great opportunity to evaluate other professions such as nursing and physiotherapy; but Massage Therapy still felt like the right fit for me."

Claudia went on to graduate from Sutherland Chan in her early twenties. "At the time of my graduation from Sutherland Chan, it was certainly a different landscape regarding the profession. There wasn't massage on every corner, so to speak. You had the old Russian at the Royal York; you didn't really have Massage Therapists in spas or health clubs. At school we were

taught that it would take at least three years to build a practice, and the expectation was that we would be working on our own. At that time, my partner and husband was a runner, so I was jogging a lot, and ran into the athletic community, and from there ended up doing athletics for ten years."

**Claudia was also, from the very beginning, passionate about becoming an entrepreneur, "This was something I always had a knack for, and I admit was very useful, given there weren't really many opportunities at the time".** She then went on to found her practice, "I started out very small, operating out of a spare room in my apartment, and then it grew and grew. My current practice is really the last stop of a 30-something career; working with 5 other people, 2 treatment rooms and a pool -- but it has been a matter of putting one foot in front of the other for many years".

Claudia Salzmann & Associates is nestled in the heart of Cabbage Town, located in the welcoming neighbourhood just east of Parliament and Wellesley. "I established this clinic 20 years ago. The building was an antique store, originally an old pharmacy, so I had to deal with zoning issues, which then allowed me to have a commercial space with a sign out front and on the door. I really like being part of the neighbourhood and community; and now I've been around long enough to see the young people grow up and I've started to have a practice in end of life care. It's very fulfilling if all you want to do is make someone feel a little bit better; I feel very passionately about this."

"What I've seen in the last number of years is that people going to school view Massage Therapy as a job. But this is definitely a career; and if you wish to become a business person, your mind-set is your key to



success. My advice to graduates is to take the first two years and work in a variety of settings, in order to be able to evaluate your own likes and dislikes, as well as observing the operations aspect of running your own business. It's also a great opportunity to decide if you are someone who prefers to work solo or in a group setting, or an integrative team. The thing is to find a situation that suits you."

At the time of Claudia's graduation there were only three schools in Canada, all of which were in Ontario; now there are far more choices for those looking to pursue a career in Massage Therapy. "The key is to choose your school wisely, and make sure that it will fully prepare you for your chosen career path", adds Claudia.

As an RMT, the College of Massage Therapists of Ontario also offers workshops to aid in developing and fostering skill sets. In these Professionalism Workshops, participants will be able to review different modules, which will engage them in presentations, case studies, and discussions. Participants develop skills and tools to implement high ethical standards by being accountable for their actions and committed to the profession. (A list of workshop dates can be found on the College's website at: [www.cmto.com](http://www.cmto.com))

As a successful practitioner, Claudia states her position on regulation, "I very much believe that especially students of this profession must have a strong understanding of regulation. We have to instill a sense of professional behaviour. It is not an easy job to regulate this profession, which has grown significantly in terms of those practising. But initiatives such as peer assessment, which is a component of the Quality

Assurance Programme, mandated and run by the College, are excellent ways of monitoring and keeping practitioners on track".

The purpose of the Quality Assurance Programme is to evaluate that a member's knowledge, skills and judgment adhere to the Standards of Practice. Peer Assessment allows members to meet with a peer who can provide assistance with understanding the Standards and information about how to improve or maintain the quality of care provided to clients. Claudia goes on to state that, "Granted it can be very difficult when you work for someone who is not an MT, they are not necessarily obligated to follow the regulatory guidelines. But it is incumbent on the RMT to make sure services are not discounted for instance; so it becomes a question of having to choose the right setting that meets the requirements. And it is for this reason that Peer Assessment is so important, so that we can maintain a standard of excellence across the province".

"There is definitely more legitimacy to our profession now. Public perception has definitely changed; for instance, most health clubs now have Massage Therapists; many chiropractic offices do as well – so this all adds to our legitimacy in the public's eye. I think people are exploring the benefits and using them. The more we can bring the notion of regulation to the forefront, the stronger it will make our profession as a whole. I believe that as RMTs we need to realize that regulation has a huge impact on day-to-day operations. It's also key in terms of dealing with the public, especially as it pertains to difficult issues such as insurance fraud and billing practices. In these matters, RMTs should always be cognizant of how stringent



CHAMPIONS OF THE COLLEGE Claudia Salzmann, R.M.T.

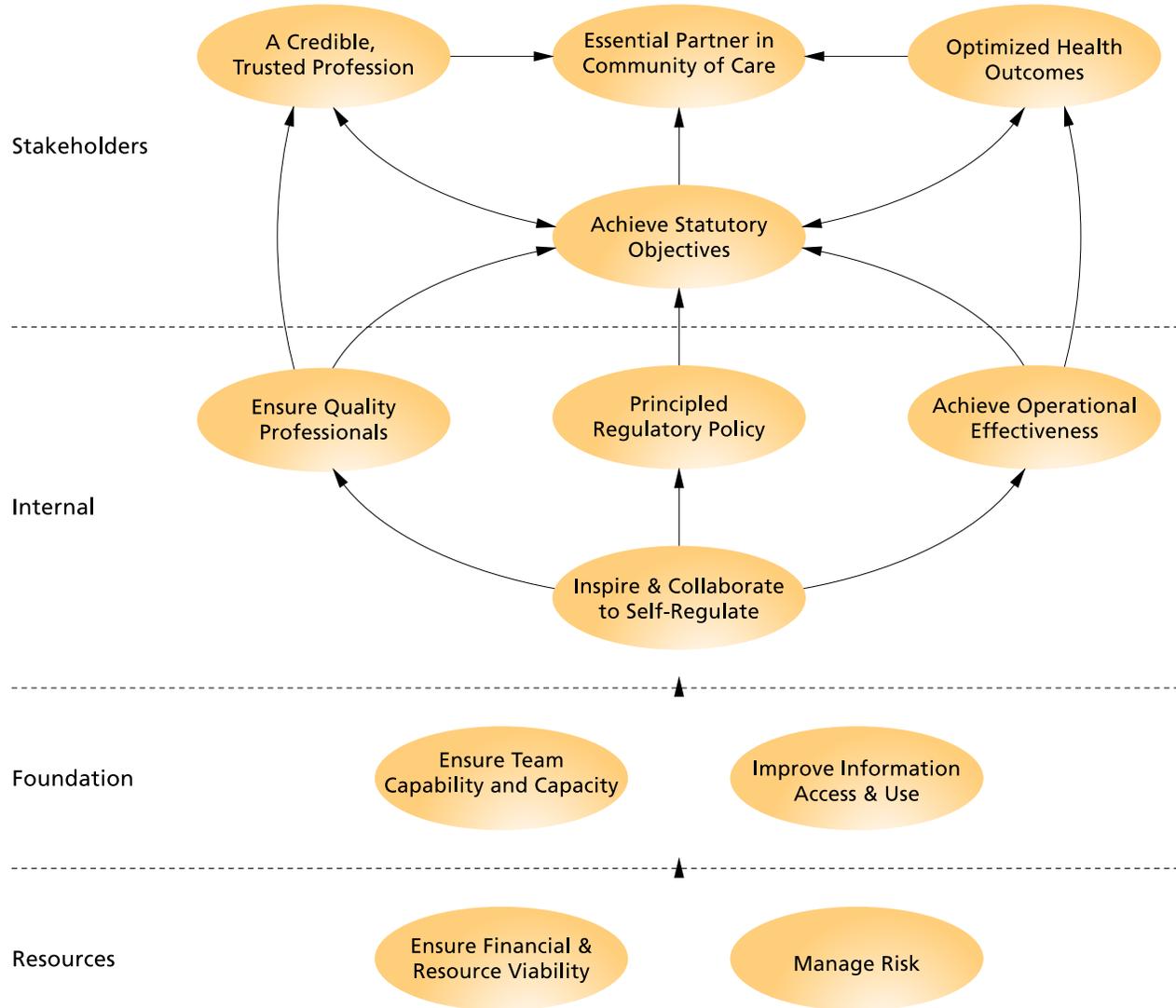
these guidelines are, and that there are no exceptions to the rule."

Finally, Claudia ponders on how to encapsulate her own 30-year journey, and the advice and encouragement she would like to pass on to new graduates, "If I were to give one piece of advice to those entering the profession for the first time, it would be to choose wisely in terms of where you practise. Do a proper evaluation of the facilities, the management and business practices, and interview them as much as they interview you. Try not to grab the first position that comes your way".

"My words of wisdom, such as they are, quite simply is to put one foot firmly in front of the other, bearing in mind that a career doesn't happen overnight. You have to keep on learning and growing both as an individual, as a business person, and someone seeking excellence in your chosen field."

# The College's Strategic Plan

By Corinne Flitton, Deputy Registrar



Over the last several years, members of the College have heard a lot about the profession's strategic plan; but there has been little discussion of the College's strategic plan.

The College has always had a strategic plan; but in 2007, it was determined that many of the goals in the plan had been reached, and that it was time for Council to begin a new cycle of strategic planning.

A consultant was retained, and in the process of visioning for the College's future, the need for a strategic plan for the Massage Therapy profession in Ontario began to emerge. A consortium, consisting of the College, the RMTAO (Registered Massage Therapists' Association of Ontario) and both the private Massage Therapy career college and community college programmes, came together to create a vision for the Massage Therapy profession in Ontario.

2011 was a year of tremendous transition within the leadership of the organizations within the profession, and as a result, the College, the RMTAO and the school programs, in a sense, "paused" the profession's strategic plan in order to focus on matters internal to their organizations.

The College's vision is the same as that of the profession's – The College envisions a future where Massage Therapists are valued professionals, providing compassionate care and working within a system to optimize the health of the whole person for the life of the person.

Within the context of its own mandate, as set out by legislation, the College has a "strategy map" which is somewhat similar to that of the profession's. A strategy map is a visual depiction of an organization's primary strategic goals and linkages between, seen through several perspectives.

Definitions of each of the College's strategic objectives are posted on the College's website at:

<http://www.cmta.com/cmta-wordpress/assets/CMTOSTrategicObjectives.pdf>

In the 2011 Fall Edition of the College Standard, I mentioned a number of projects related to the College's strategic plan that had been commenced – these are moving forward to completion within this current year.

A new and very important project in 2012 is the development of competencies and performance indicators for the provision of acupuncture, performed within the scope of practice of Massage Therapy.

These are expected to be completed by year-end, and will provide clarity to members about the knowledge and skills they must have to perform acupuncture. It will also help the schools, which teach acupuncture to Massage Therapists, improve the assessment processes they use to ensure their students have the necessary competence to provide acupuncture.

The College's annual financial audit was completed, and will be presented to the Council in May. The College also completed a renovation of existing office space, and the new office space obtained last year, to add more administrative offices and meeting rooms as the staff size grows; to provide services to the increasing number of members, questions from the public, and increasing government initiatives. The renovation included a re-design of the reception area, to take advantage of underutilized space, and to display the College's new logo, which is being rolled out over the next few months.

The performance Indicators for the Inter-jurisdictional Competency Standards have now been completed, and will be presented to the Council for approval. Once approved, the College will commence a process of consultation with the Ontario schools to help inform them of the standards, so that they can adjust their curricula.

Throughout this important project, regular communication has been posted on the College's website at:

<http://www.cmta.com/registrants/about-the-profession/massage-therapy-competency-standards>

This project is important because it is naturally leading to discussions about the potential for a national exam process, and the possibility of national accreditation of Massage Therapy schools. In relation to this, there has been some initial discussion of the utilization of FOMTRAC – the Federation of Massage Therapy Regulatory Authorities of Canada, to explore these strategic ideas.

# College Logo Re-Branding Project

By Steven Hobe, CEO, Madog Marketing & Design



The new CMTO logo was created with several considerations in mind, all of which were key factors in its design choices – first and foremost, that the College “exists to protect the public interest and to regulate the profession of Massage Therapy”.

From this simple statement, our design firm carefully evaluated how the logo should embody this philosophy, as well as the essence of what needed to be conveyed. The outcome was a design that visually balances “strength”, “trust” and “approachability”.

On the one hand, the logo conveys to both the public and registrants that CMTO is a regulatory body that governs the profession, “Through the maintenance of high professional standards, [ensuring] ethical, high-quality health care.” And that it has a formidable history of doing so since 1919. This is its position of “strength”.

CMTO is also an organization that encourages the public to become educated in matters of regulation, and thus better understand their rights as consumers, as set forth in the Programme Goals of HPRAC.

The College should be perceived as having an open door policy, especially with regards to its processes. Hence, Madog’s approach (as stated in the 2010 3-Year

Communications Plan) of a “...branding and design sense for the organization, [that reflects] a sense of clean, calm and approachability.”

Likewise, the College is “dedicated” to “serving its members”, and as a core component of the logo design, this factor was significant in design choices and the philosophical approach. Other factors considered were legibility in various formats, sizes, and colour versus black and white.

The aim was to create a logo that possesses longevity, remaining impactful and “current” through the test of time; and finally, that it balances graphics and type-face to the extent that the CMTO brand becomes more stable and recognizable, both within the public sphere and how it is perceived by the College’s membership.

In essence, this logo embodies tradition, whilst still being progressive and forward thinking in nature.

## Turning a Page: Newsletter Re-Brand

Over the past year and a half the College has been working diligently to update its visual image so that registrants are engaged in learning more about the College and their responsibilities as regulated professionals. The College Standard newsletter is a twice-yearly publication and a vital component to not only providing important updates and information, but is a vehicle to exemplify the College’s active role in reaching out to RMTs.

In keeping with the re-design of the College’s website, we have re-branded the title of the newsletter to be more current with the times. The title TouchPoint is friendly in nature, professional, forward thinking, and more in line with breathing new life into this publication.

# Accessibility for Ontarians with Disabilities Act (AODA 2012)

By Marny Hamilton, Director, Corporate Services

Providing accessible services for people with disabilities are not just good practice, it is now the law. In June, 2005, the Ontario Legislature passed the Accessibility for Ontarians with Disabilities Act (AODA). Under this legislation, five standards were developed setting out requirements on accessible customer service, information and communication, transportation, employment and the built environment – which deals with building, entrance-ways, parking etc.

The first standard on accessible customer service is now in force. The information below will help you understand what you need to do to comply.

## Who Needs to Comply?

### Is my organization included?

All organizations and businesses that operate in Ontario, have at least one employee, and provide goods or services, must comply. The only organizations that do not need to comply are unincorporated sole practitioners and organizations run entirely by volunteers.

If you are a sole practitioner but your incorporation documents name you as an employee of your company, you need to comply; even if you only have part-time or part-year employees, you still need to comply. One way of looking at it is, if your organization issues T4s, you need to comply.

### When do I need to comply?

January 1, 2012 is the date that all organizations in the private or non-profit sector must be in compliance with the accessible customer service standard. Organizations in the broader public sector, such as: hospitals, universities and municipal governments were required to comply by January 1, 2010.

### I don't have "customers".

#### Are you sure this applies to me?

The government chose the word "customer" as a shorthand to refer to anyone that an organization provides with goods and services; students, patients, clients are all included under this term.



### What do I need to do?

The following requirements apply to all organizations with one employee or more:

- Establish a set of policies, practices and procedures on how you and your employees will provide goods and/or services to customers with disabilities;
- Allow customers with disabilities to use personal assistive devices – for example, hearing aids, wheelchairs, walkers, oxygen tanks, to access your services and/or goods;
- Communicate with a person with a disability in a manner that takes into account his or her disability;
- Train all staff to provide accessible customer service. The regulation is clear that it isn't just front-line staff, but also management that must understand how to provide accessible customer service. You must also train volunteers and contractors if they will be acting on your behalf with patients, clients or customers;
- Allow people with disabilities to bring a guide dog or service animal with them to your premises,



unless otherwise prohibited by law – for example, animals are not allowed by law in a restaurant kitchen or an operating theatre in a hospital;

- Permit people with disabilities who require a support person to bring that person with them. If you charge a fee, your organization can decide whether to waive or lower the fee for the support person;
- Provide notice when facilities or services that people with disabilities rely on to access your goods or services are temporarily disrupted;
- Establish a process for people to provide feedback on how you provide goods and/or services to people with disabilities.

Organizations and businesses with twenty or more employees will also need to file regular compliance reports. These are on-line checklist reports that are quick and easy to complete. If your organization has twenty or more employees, the government will be sending you instructions on how to complete your compliance report.

Organizations and businesses with twenty or more employees are also required to prepare written policies, practices and procedures. Smaller organizations and businesses need to develop such policies, practices and procedures and communicate them to all employees, but don't have to have them written down.

### What will happen if I don't comply?

The government is hoping that most organizations and businesses will see the benefits to them of providing accessible customer service in terms of providing more effective service to all their customers or clients, gaining loyalty and attracting new clients or customers. Therefore the emphasis is on education and support to help organizations come into compliance.

If your organization is found to be out of compliance either through a complaint received, through your submitted report or through an audit, the government will first attempt to provide the support and information you need to come into compliance. You may also be issued a director's order detailing when and how you must comply. You may be levied an administrative monetary penalty.

While the emphasis is on helping organizations to come into compliance, there are serious penalties for organizations that commit an offence under this legislation: by refusing to comply with a directors' order, preventing an inspector from inspecting your premises or submitting a false report. If an offence is committed, your organization may be fined up to \$100,000 a day, and/or an individual responsible for the offence may be fined up to \$50,000 a day.

### Where can I learn more?

You can go to [www.accesson.ca](http://www.accesson.ca) to view the legislation and the accessible customer service regulation, and to access the tools that the government has developed to help you comply.

People Access, a division of Excellence Canada devoted to helping organizations in different sectors plan and implement the legislated AODA standards, is a one-stop source of free and low-cost products, services, resources and tools to help you comply with this law. Go to [www.peopleaccess.ca](http://www.peopleaccess.ca) to learn more about what they provide to assist you.

Your organization has an opportunity to make a real difference to your clients by providing accessible service.

The College of Massage Therapists of Ontario will continue to provide information and links to help you meet this goal.

### CEU Questions

1. What part of the AODA legislation came into effect on January 1, 2012?
2. Why should you comply with AODA legislation?
3. How does the AODA legislation protect and serve the public?
4. Does your practice need to comply with the AODA legislation?



CEU article

# What to do if a complaint has been filed against you

By Pauline Walters, Director, Professional Conduct

The College continues to see an increase in the number of complaints received each year: 61 new complaints were filed in 2010, and an additional 57 new complaints were received in 2011. There may be a number of contributing factors that explain why there has been an increase; however, given the increasing number, it is likely that a Massage Therapist, during the course of their professional career, may have a complaint filed against them.

Very few complaints actually result in a referral to a discipline hearing, as the majority of complaints result in educational rather than disciplinary action. It is important however that registrants understand the importance of responding to a complaint seriously and appropriately to ensure it does not enter the discipline stream by default.

## Once you receive notice of a complaint

You will find that it is a stressful and upsetting experience to receive notice that a complaint has been filed against you. Please take the time to review

carefully all the information you received with your notice, which will include:

- The letter of complaint;
- Sections 25-35 of the Regulated Health Professions Procedural Code (“the Code”);
- The Complaints Fact Sheets;
- Policy on Contact between members and complainants during a College investigation.

The Code permits you to make a written response to the allegations or concerns raised by the complaint, within 30 days of receiving notice of the complaint.

## Alternative to the Complaints Process – Alternative Dispute Resolution (ADR)

The College offers a voluntary and confidential programme for the resolution of some complaints as an alternative to the full complaints process defined by the Code. It is not suitable for all complaints; and the Code sets out that no matters involving serious allegations of professional misconduct, such as

sexual abuse and allegations of dishonesty or fraud, can be referred to an ADR process. The Registrar will identify an appropriate case, and then seek the consent of both parties to the complaint to participate in an ADR process.

It provides an opportunity for a complaint to be resolved by way of a negotiated settlement of the issues or concerns raised in the complaint. The ADR process will involve a facilitator, who will work with the parties to the complaint in a respectful and confidential way, to simplify the issues and enhance the ability to reach a settlement that is agreeable to both parties. The facilitator is a neutral person, not a member of the College’s staff or a College Committee.

Any agreements reached must be accepted by a panel of the Inquiries, Complaints and Reports Committee (ICRC), who will review the settlement to ensure it maintains protection of the public interest.

If, for some reason, the ADR process does not result in a negotiated settlement, or the settlement is not agreed to by a panel of the ICRC, the complaint will continue through the complaints process.

## Your rights as a registrant of the College

While the focus of the complaints process is to inquire into concerns about a registrant’s practice,



it also ensures procedural fairness for all parties to the complaint. Registrant's rights in the process are protected through the following measures:

1. Investigations are conducted in a timely and impartial manner;
2. The registrant has the right to seek legal assistance;
3. The registrant is provided with specific information relating to the allegations under investigation;
4. The registrant is given the opportunity to provide a written response to the allegations;
5. The registrant is given the opportunity to provide information to the College investigator, if an investigator is appointed;
6. The complaint is reviewed impartially by the Inquiries, Complaints and Reports Committee made up of professional members of Council, public members of the Council, and members of the profession who are non-Council appointments on the Inquiries, Complaints and Reports Committee of the College;
7. The registrant is provided with a written decision of the Inquiries, Complaints and Reports Committee;
8. Complaints investigations are confidential; and
9. The registrant has the right to appeal a decision of the Inquiries, Complaints and Reports Committee to the Health Professionals Appeal and Review Board if the decision is not a referral to the Discipline Committee.

## Can the College help me prepare a response? The College's role and function in the Complaints Process

Throughout the Complaints Process the College keeps the complainant and registrant fully informed on the progress of the investigation, and is required to provide guidance and assistance to the complainant.

College staff, including the Practice Specialist, cannot provide registrants with advice on how to most appropriately respond to the allegations or concerns raised by the complaint. Registrants are encouraged to seek assistance and guidance with their response to a complaint from legal counsel, the professional association or a colleague.

It is important that registrants understand that the College must remain impartial during the investigation, and collect all information that is relevant to the complaint. The College however welcomes your inquiries relating to an explanation of the process and steps involved in the complaints process.

### Helpful Hints: Preparing your response to a complaint

The decision to seek legal advice is up to you. If the complaint is straightforward, you may feel comfortable preparing a response yourself. In the

### What to do if a complaint has been filed against you

event the complaint involves numerous or very serious allegations, such as allegations of sexual abuse, you should seek legal advice before responding to any inquiries from the College.

In the event you determine that you will prepare a response yourself, please keep in mind the following:

1. Maintain a factual and objective manner in your response – remove emotional or defensive descriptions;
2. Respond to each allegation or concern raised in the complaint;
3. Review your responses carefully to ensure you have not omitted any important information; and
4. Include any additional information that may assist with your positions; for example, names of witnesses, and other relevant documentation.

### Professional Conduct Department Staff

It is the role of the Professional Conduct Department of the College to oversee the investigation of a complaint, by assisting with the collection of the relevant information to be reviewed by the Inquiries, Complaints and Reports Committee of the College.

Under provisions of the Code, the Registrar of the College is obliged to receive and process all complaints against a registrant, regardless of the nature of



C E U a r t i c l e

the allegations. There is no mechanism under the provisions of the Code for the College Registrar or staff to turn away or reject a complaint without permitting the complaint to be reviewed by the Inquiries, Complaints and Reports Committee.

### **Inquiries, Complaints and Reports Committee**

It is the role of the Inquiries, Complaints and Reports Committee to review the results of an investigation and determine whether there is evidence of professional misconduct, and/or incompetence. Please review the provisions of the Code and the Complaints Brochure, included with your Notice of Complaint, which sets out the different decisions the Inquiries, Complaints and Reports Committee may render in response to a complaint.

### **What if the complaint is without merit or is vexatious?**

There are provisions under the Code, which permits the Inquiries, Complaints and Reports Committee to dismiss a matter without investigation if the complaint is considered to be frivolous, vexatious, made in bad faith or an abuse of process.

In such cases, the Inquiries, Complaints and Reports Committee provides notice to the complainant and

the registrant stating that it intends not to investigate the complaint, and the parties have the right to make written submissions to the committee before the committee renders a decision.

Only a small percentage of complaints meet this requirement, as it is necessary to clearly demonstrate that the nature of the complaint is frivolous, vexatious, made in bad faith or an abuse of process.

### **Suggested Do's and Don'ts when involved in a complaint**

- DO contact or obtain assistance from a lawyer, professional association or colleague;
- DO contact the College, Professional Conduct Department for information regarding the complaints process;
- DO try to obtain all relevant information to assist with responding to the allegations or concerns raised by the complaint;
- DO carefully review your response to ensure you have responded to all allegations;
- DON'T contact the complainant – the College policy "Contact between members and complainants during a College investigation" has been enclosed with the Notice of Complaint, which prohibits contacting the complainant during the complaints process;
- DON'T alter any of your records relating to the client. It is an offense under the Code to alter or falsify a record in relation to a registrant's practice.

### **CEU Questions**

1. What is included in the Notice of Complaint?
2. How can ADR be utilized to resolve a complaint?
3. What are your rights in the complaints process?
4. What should be included in a response to a complaint?
5. How can you protect yourself from a complaint being filed against you?



CEU article

**A commentary on legal issues  
affecting professional regulation**

# Records and Regulation

By Steinecke Maciura LeBlanc

This week a group of pharmacists sought an injunction to prevent Zellers from selling their client records to two major grocery store chains for millions of dollars. The pharmacists claimed that they owned the records and that it was not in the best interests of their clients for the corporate owner to sell the records. Clients, they say, would likely prefer that the pharmacists keep the records, particularly if they open up a pharmacy close by their previous location.

Regulators, of course, have no interest in the commercial value of records. However, regulators do have an interest in their ability to access the records for regulatory purposes. They also have an interest in continuity of service for clients. It appears that the good will associated with client records has taken priority over professional regulation.

Gone are the days when it can be assumed that a practitioner makes and keeps their client records. Records would only be transferred if the practitioner retired and sold his or her practice. Disputes would typically only arise where a practitioner's employee or

associate wanted a copy of the record to open his or her own office.

With creative corporate structures developing, multi-disciplinary practices becoming normal and the size of professional firms growing exponentially, the traditional approach to client records is no longer feasible. While not widely recognized at the time, the privacy legislation of the last decade put a spike in the heart of the old model. Privacy statutes introduced the concept of custodians for record keeping and put the duty for maintaining records in the hands of the custodian. In settings other than a small office of single-profession practitioners, the custodian would not necessarily be a regulated professional. The unregulated custodian now had the legal muscle to pry control of the records from the regulated professional.

Of course, there was a trade-off. The custodian had a duty to safely maintain the records, make them accessible to the client and retain them for a responsible period of time. However, if the custodian was unregulated, the regulator would have difficulty monitoring the location of the records (particularly if the practitioner was no longer there) and enforcing retention rules became more difficult.

Some tools do remain for regulators to ensure regulatory access to the records and to promote continuity of client services. For example, regulators can always go through the practitioner to ensure that the practitioner has access to the records. In addition, regulators can go through the client to use the client's right of access to the records (especially if the client is a complainant). Also, many regulators have the right to summons records. Besides, even corporate operators

would usually prefer to remain on the good side of regulators who obviously are not competitors.

Unregulated ownership of client records is part of a larger issue for regulators. The unregulated owner will often control other administrative aspects of the services provided. Such administrative control can interfere with a practitioner's ability to act professionally. For example, unregulated owners often place the advertising, books the appointments, provides the necessary supplies and equipment, influences the degree of support services available, bills for the services and terminates "difficult" practitioners. It is easy for that administrative role to have a significant impact on the quality and ethics of the services provided by the professionals on site.

In order to combat undue influence by unregulated owners, some regulators have encouraged (or even required) their members to enter into written contracts defining the role of the owners. In particular, the practitioner should have a clause in the contract giving him or her control over the professional aspects of the practice, including record keeping retention and access. Such a provision ensures that the unregulated owner respects the professionalism and regulatory oversight inherent in a regulated profession.

Regulators may wish to review their enabling legislation to ensure that it has sufficient tools for accessing records held by unregulated custodians. Indeed, regulators might even wish to ensure that the enabling legislation permits the regulator to require its members to have a written contractual provision with unregulated owners giving the practitioner control over all professional matters.

# 2011 Certification Examination Statistics

School	Total OSCE Participants	Total OSCE Attempts	1st Attempt Pass	2nd Attempt Pass	3rd Attempt Pass	% Pass Total Participants	% Pass Total Attempts	School	Total MCQ Participants	Total MCQ Attempts	1st Attempt Pass	2nd Attempt Pass	3rd Attempt Pass	% Pass Total Participants	% Pass Total Attempts	Eligible
AL	23	26	20	0	0	87	77	AL	20	20	20	0	0	100	100	20
CB	5	7	2	2	0	80	57	CB	4	4	3	1	0	100	100	3
CCHST	40	48	29	4	2	88	73	CCHST	40	42	33	3	0	90	86	31
CCNY	59	63	49	4	0	90	84	CCNY	56	57	54	2	0	100	98	51
CE	20	24	14	4	0	90	75	CE	19	19	17	0	2	100	100	16
COBK	62	68	47	4	0	82	75	COBK	49	49	47	1	1	100	100	41
DL	33	46	14	8	0	67	48	DL	29	29	28	0	0	97	97	21
EBCH	15	21	5	5	0	67	48	EBCH	11	11	11	0	0	100	100	10
EBCM	24	28	18	3	0	88	75	EBCM	21	22	19	1	1	100	95	14
EBCN	11	13	8	1	0	82	69	EBCN	9	9	8	0	0	89	89	8
EBCO	30	33	19	1	1	70	64	EBCO	21	21	21	0	0	100	100	14
EBCT	25	30	17	3	0	80	67	EBCT	23	25	21	0	0	91	84	18
EBCTB	11	14	6	3	0	82	64	EBCTB	11	11	11	0	0	100	100	9
EBCW	14	16	7	0	0	50	44	EBCW	8	8	8	0	0	100	100	6
ECBB	13	17	10	0	0	77	59	ECBB	11	11	11	0	0	100	100	9
EL	22	26	16	2	1	86	73	EL	19	19	19	0	0	100	100	16
ELE	9	16	3	0	3	67	38	ELE	8	12	5	2	0	88	58	5
FL	32	37	26	1	0	84	73	FL	31	31	29	0	0	94	94	23
GEO	57	68	34	8	0	74	62	GEO	51	52	45	1	2	94	92	36
IA	20	22	17	2	0	95	86	IA	19	19	19	0	0	100	100	18
ICAT	12	13	8	0	0	67	62	ICAT	9	10	7	0	0	78	70	6
KC	41	47	29	4	0	80	70	KC	41	41	39	0	2	100	100	32
LC	33	36	25	2	0	82	75	LC	33	34	31	1	0	97	94	26
MXK	7	7	1	0	0	14	14	MXK	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
MXL	29	31	20	1	0	72	68	MXL	22	22	20	1	0	95	95	18
MXS	8	10	4	0	0	50	40	MXS	6	6	6	0	0	100	100	4
MXT	12	15	7	3	0	83	67	MXT	8	8	8	0	0	100	100	8
NAT	8	10	5	1	0	75	60	NAT	11	11	8	1	0	82	82	7
OCHT	56	65	46	5	0	91	78	OCHT	50	50	50	0	0	100	100	48
PRO	13	16	9	2	0	85	69	PRO	10	10	9	1	0	100	100	8
RCC	49	59	34	2	0	73	61	RCC	40	42	32	2	1	88	83	27
RISM	93	95	84	2	0	92	91	RISM	86	89	83	3	0	100	97	76
SC	94	97	83	3	0	91	89	SC	92	92	92	0	0	100	100	82
TRI	10	13	4	3	0	70	54	TRI	8	9	7	1	0	100	89	6
TRIB	32	32	29	0	0	91	91	TRIB	30	30	26	1	0	90	90	25
TRIK	12	16	6	1	0	58	44	TRIK	9	10	6	1	0	78	70	4
WS	168	200	116	16	3	80	68	WS	112	122	91	11	1	92	84	89
WVC	22	26	9	2	0	50	42	WVC	15	17	12	2	0	93	82	11

“Total OSCE Participants” and “Total MCQ Participants” reflect total candidates of each approved school who participated in the Certification Examinations in 2011 but are not limited to 2011 graduates.

## Key

- AL: Algonquin College
- CB: Collège Boréal
- CCHST: Canadian College of Health Science & Technology
- CCNY: Canadian College of Massage & Hydrotherapy - North York
- CE: Centennial College
- COBK: Canadian College of Massage & Hydrotherapy - Cambridge
- DL: D'Arcy Lane Institute
- EBCH: Everest College of Business - Hamilton
- EBCM: Everest College of Business - Mississauga
- EBCN: Everest College of Business - Newmarket
- EBCO: Everest College of Business - Ottawa
- EBCT: Everest College of Business - Yonge
- EBCTB: Everest College of Business - Thunder Bay
- EBCW: Everest College of Business - Windsor
- ECBB: Everest College of Business - Barrie
- EL: Bryan College (formerly Elmcreech College)
- ELE: Elegance School of Esthetics
- FL: Sir Sandford Fleming College
- GEO: Georgian College
- IA: International Academy of Massage
- ICAT: Institute of Complementary & Alternative Therapies
- KC: Kikkawa College
- LC: Lambton College
- MXK: Medix School - Kitchener
- MXL: Medix School - London
- MXS: Medix School - Scarborough
- MCT: Medix School - Toronto
- NAT: National Institute
- OCHT: Ontario College of Health & Technology
- PRO: Protégé School
- RCC: Royal Canadian College of Massage Therapy
- RISM: Royal Institute of Science & Management
- SC: Sutherland Chan
- TRI: Trillium College - Oshawa
- TRIB: Trillium College - Burlington (formerly Canadian Therapeutic College)
- TRIK: Trillium College - Kingston
- WS: Wellsprings College of MT and Esthetics
- WVC: Westervelt College

## Council Highlights



**November 28 and 29, 2011**

Because the agenda was lengthy, Council agreed to add a second day to the meeting.

### Election for Position of Vice President

With the resignation of Rick Overeem, RMT, Dave Janveau, RMT assumed the position of President, leaving an opening for Vice-President. Council elected James Lee as Vice-President until the first Council meeting of 2012.

### 3rd Quarter Financial Report

Council reviewed and approved the third quarter Financial Report. Both revenues and expenses are in line with expectations.

### Registrar's 3rd Quarter Report

The third quarter report on the College annual workplan and operational activities were reviewed and approved by Council.

### Balanced Scorecard for the College – 1st Quarter

Council decided that the College Balanced Scorecard would continue to be used as a strategic performance management tool, but the reporting cycle for all indicators will annually rather than quarterly. The indicators continue to measure multiple perspectives: Stakeholder, Internal, Foundation and Resources.

### Executive Committee Report

Council reviewed and approved the Executive Committee Report.

### CMA Conjoint Accreditation Program Application

The Ad Hoc Working Group on Accreditation reported that it had met and was gathering data to support the application.

### Exam Security Audit

Navigant, a forensic audit company, was retained to audit the College's exam security process and the investigative procedures used in the event of a security breach. The company completed the audit and reported back that the College has very secure systems in place. However, it cautioned that it is difficult to prevent students from collaborating after an exam to record questions and answers and circulate them.

### CMTO logo

The College will be rolling out its new logo. The College had developed a version of the logo with the letters RMT on it instead of CMTO, for possible use by Registrants since they are "members" of the College. The RMTAO requested at the RMT Management Team meeting that this not be made available to members. The RMT Management Team determined that

if members wanted to use a logo, they can continue to use the current logo developed for use by Registrants last year as part of the new logo for the profession's strategic plan.

### Advertising and Registration Regulations

The amendments to the Advertising and Registration Regulations have been sealed and are waiting for passage.

### Massage Therapy Research Fund

Council was that the Holistic Health Research Fund of Canada (HHRFC), due to its long association with the College, had extended the courtesy of asking where the College would like the massage therapy fund transferred to. On reviewing proposals put forward by the College, HHRFC decided that the Massage Therapy Research funds should be transferred to the University of Calgary and designated to IN-CAM for use in massage therapy research.

The College is reviewing a contract with IN-CAM and will finalize the terms with them. The contract will be established for two years and at the end of two years if the Council wishes to continue with IN-CAM, Council can decide to fix the amounts of funds to be given or set specified amounts to be paid out to IN-CAM.

### Approval of New Job Positions

Council approved 3 new job positions, Registration Associate, Registration Coordinator and to make the contract position in Professional Conduct a full-time position.

### 2012 Workplan

Council reviewed and approved the 2012 Workplan.

### Official Marks

The College is the only authority that may legally enforce the use of the official marks. It was noted that some individual practitioners outside of Ontario sought legal representation which questioned the College's 'authority' to enforce the official marks outside of Ontario. These associations in these jurisdictions have demanded the College's commitment to take legal action with respect to the very problematic practitioners.

It is suggested that The College has a legal conundrum in that the intellectual property laws would protect the College's ability to control use of the marks throughout Canada however the administrative law dictates the College's regulatory authority is limited to the province of Ontario. In response to the concerns raised the College sought its own legal direction in regards to this. It was learned that given the complexity

and possible difficulties with enforcing the marks in unregulated jurisdictions it has been recommended that the College review its position with respect to permitting use of the official marks by professional associations in unregulated jurisdictions.

Council decided to provide notice to the Associations who have entered license agreements with the College of Massage Therapists of Ontario, for the dissolution of the licensing agreements in unregulated jurisdictions and to refund the last two years of fees.

### **New Videos**

The College produced some videos to help members with the registration process and also produced a video to encourage members of the profession to stand for nominations to Council positions.

### **New General Legal Counsel**

The College's new general legal counsel, Peter Osborne, a partner at Lenczner Slaght, was formally introduced to Council. The Discipline Committee is already familiar with other lawyers from Lenczner Slaght who prosecute many of the College's Discipline cases.

Peter's civil litigation and administrative law practice encompasses commercial litigation, complex restructuring and insolvency cases, class actions, and securities and professional

malpractice litigation and disciplinary proceedings. He appears regularly before a wide variety of courts and tribunals across Canada.

### **Executive Committee Annual Performance Evaluation Process**

Council reviewed and approved a new process for the annual performance evaluation process of the Executive Committee.

### **2012 Registration Renewal Process**

Council was informed that the 2012 registration renewals cycle was exceptionally difficult this year. Almost 4,400 members had still not renewed their registration until the last weekend before the deadline. This overloaded the system. Some of the other specific issues were:

- Members calling in several times to ensure their form was received during the last week of renewals when it is not possible for staff to verify this information.
- Members calling in to reset passwords on the last two days of renewal.
- Members calling in with problems on their Mac computer, seeking general IT help and asking for staff to do the renewal over the phone.
- Members seeking physical copies of the renewal form on the final day, and staff having to email copies to them.

- Members requesting staff to make corrections on their forms or fill in missing details over the phone. The renewal form is a declaration and cannot be completed by anyone other than the member.
- Members calling in demanding additional services which they feel they are entitled to because they pay a fee to the College, indicating confusion between the RMTAO and the College's mandates.

Staff are seeking ways to get the membership to renew earlier so there is no overload on resources in the last week. Council was reminded that one of the main reasons for changing the renewal deadline from December 31 to November 1 was to be able to provide assurances to stakeholders (the public, government, insurers) that members are not practising illegally once their registration expires at the end of the year.

Staff are hopeful that the following methods introduced will help relieve the situation next year:

- Changes to the website hosting configuration
- Instructional Video
- Two additional staff.
- Independent third party review of Registration renewal processes, with recommendations regarding best practices used at other Colleges.
- Provide more information to schools so

that students can be educated about the renewal process.

Council recommended sending out additional reminders and warnings prior to the renewal deadline.

## January 10, 2012

The Council met via teleconference for the purpose of obtaining approval in principle for the draft PC/PI (practice competency/performance indicator) document from the Councils/Boards in the regulated provinces, so that it could be presented to stakeholders from across Canada for consultation and for Council to confirm its intention to adopt & implement the PC/PI document.

An overview of the Inter-jurisdictional Competency Project was presented to Council. The Inter-jurisdictional Competency Project started in 2008. Phase 1 of the project, the development of Practice Competencies, was completed in June 2010. The second phase of the project is to develop Performance Indicators which are tasks that can be carried out through assessment vehicles, which when completed successfully will enable Regulators to assess an individual's competency when performing a practice competency.

The competencies were reviewed and Council and having deliberated on the information provided, agreed that once the final PC/PI document is completed, it would support the adoption and implementation of the document.

The inter-jurisdictional competency writing team was seeking one Council member to attend the stakeholder workshop in Vancouver to show support for the

outcomes of the project by Council. Council determined that James Lee, a public appointee to Council would be the most suitable council member to travel to Vancouver for the stakeholder meeting because he is also a member of Council's Ad Hoc Working Group for Accreditation.

## February 27 & 28, 2012

### February 27, 2012

Council met briefly on the 27th of February 2012 during its annual retreat to elect the Executive Committee from amongst Council and to appoint members of Council to committees.

Council elected the Executive Committee for 2012. The Executive Committee is as follows:

Dave Janveau, RMT, President  
Karen Redgers, RMT, Vice-President  
Hedy Miszuk, Public Member, Executive Member

Council appointed council members to the various committees of the College. For a complete list of 2012 committee appointments please click on this link: <http://www.cmto.com/registrants/about-the-college/council-and-committees>

### February 28, 2012

Council met on February 28, 2012. Dave Janveau, RMT, President, thanked Rick Overeem, RMT, James Lee and Robert Pletsch for their work in serving on the Executive Committee in 2011.

## Summary of the Year End Annual Registrar Performance Appraisal Process

The process and the expectations for Council's feedback regarding the Registrar's annual performance appraisal was reviewed by Council for the purpose of finalizing the 2011 evaluation. As part of this process, the Interim Registrar provided an annual summary report of the 2011 Workplan.

### Review of 2012 Work Plan

The 2012 work plan was approved by Council in November 2011. All the items on the plan were reviewed in detail to refresh Council's understanding of all the projects in 2012. The 2012 budget is being prepared based on the activities in the workplan.

Council was provided with training on the Accessibility for Ontarians with Disabilities Act and College policies regarding Harassment and Violence in the Workplace.

Council reviewed the new website which will be launched in the next quarter.

Council was updated regarding the actions taken by the College with respect to some organizations in Ontario which in the opinion of the College have been holding themselves out as Regulators.

 **April 20, 2012**

Council held an additional meeting on the April 20, 2012 for the purposes of reviewing and approving a number of financial matters which could not be dealt with in February because the College was awaiting completion of the 2011 audit process and posting of the adjusting entries.

The College's auditor provided an educational session to Council regarding financial statements and accrual accounting. A new surplus policy and revised investment policy were approved by Council. Council also reviewed proposed changes to the Executive Committee Terms of Reference to clarify its oversight function of the College's finances.

Council reviewed and approved the 2011 Q4 Financial Report and reviewed and approved the 2012 Budget.

In keeping with the Change to the College's logo and re-design of the website, and in working towards engaging the membership in learning more about the College with a friendlier, professional and forward thinking approach, the name of the newsletter, "College Standard" is now being changed to "Touchpoint" commencing with the Spring 2012 edition.

## Council Members

### Executive Committee

David Janveau - President  
Karen Redgers - Vice President  
Hedy Miszuk - Executive Member

### Council Members

Alois Nikodym, RMT  
Chris Semenuk, RMT  
David Janveau, RMT  
Hedy Miszuk, Public Member  
James Lee, Public Member  
Jane Wellwood, RMT  
Karen Redgers, RMT  
Karen Sosnowski, RMT  
Lauren Carnegie, RMT  
Lesley Hargreaves, RMT  
Lloyd White, Public Member  
Nancy Engstrom, RMT  
Robert Pletsch, Public Member  
Romilla Gupta, Public Member

### New Council Members

#### Jane Wellwood RMT, Academic Council Member – District 7

Jane Wellwood graduated from the Canadian College of Massage and Hydrotherapy (CCMH), and has subsequently been practicing Massage Therapy in Ontario since 1992. Clinical settings include general practice in a variety of settings: spa, corporate on-site, rehabilitation, hospital, palliative, stroke, brain injury, geriatric and a special care unit; as well as serving as an examiner for the College of Massage Therapists of Ontario Credential applicants.

In 1994, she joined the faculty of CCMH as a Clinical Instructor in practical classes. In 2008, Jane began providing clinical education for student outreach placements at two Toronto rehabilitation hospitals; this role has expanded to two other student placements at Fife House and Covenant House.

Prior to becoming an RMT, she graduated from St. Lawrence College, Kingston, and was employed in the fashion industry involved in merchandising and marketing.

Jane has volunteered at many community events, dedicating time and compassion to various organizations and charities, including the Trillium Health Centre Foundation and Wellspring Halton Peel Cancer Support.

Jane also enjoys attending the Mirvish Stage Productions in Toronto.

Jane is eager to help ensure that the College's values and aims continue to promote professional and safe quality treatment for the public of Ontario.

#### Lauren Carnegie RMT – District 3

Lauren Carnegie is a recent graduate of a three-year Advanced Diploma in Massage Therapy from Centennial College, class of 2005. She currently resides, and has based her practice in Aurora, Ontario.

Lauren's practice is predominantly focused on the rehabilitation sector, dealing with treatment of motor vehicle accidents, Pre and Post Natal Discomfort and Sports Injuries. The clinic also offers on-site treatments to accommodate special needs clients, as well as acupuncture.

Lauren is an active member of the Aurora Chamber of Commerce, and is currently looking forward to serving the College and supporting its mandate and governance through her role as Council member for District 3.

When Lauren is not practicing Massage Therapy, she can be found at her cottage in Muskoka, camera in hand, fulfilling her passion for photography.

## 2012 Council Meeting Schedule

- Monday, February 27, 2012  
Council Retreat
- Tuesday, February 28, 2012  
Council Meeting
- Monday, May 28, 2012  
Council Meeting and AGM
- Monday, September 17, 2012  
Council Meeting
- Monday, December 3, 2012  
Council Meeting

## 2012 Courses & Workshops

### Standards and Regulations e-Workshop

- January 23rd – February 19th
- February 27th – March 25th
- March 26th – April 22nd
- April 30th – May 27th
- May 28th – June 24th
- July 9th – August 5th
- September 17th – October 14th
- October 22nd – November 18th
- November 19th – December 16th

### Record Keeping Course

- January 16th – March 11th
- March 19th – May 13th
- May 28th – July 22nd
- July 30th – September 23rd
- September 24th – November 18th
- November 26th – January 23rd 2013

### 2012 Professionalism Workshops

DISTRICT	CITY	DATE
3	Pickering	January 16, 2012
9	Toronto	Feb.13, 2012
5	Guelph	March 12, 2012
2	Ottawa	March 26, 2012
3	Lindsay	April 16, 2012
4	Etobicoke	May 14, 2012
6	Chatham	June 11, 2012
2	Bancroft	June 25, 2012
5	Brampton	July 16, 2012
8	Niagara Falls	August 13, 2012
1	Thunder Bay	September 10, 2012
9	North York	September 24, 2012
6	Stratford	October 15, 2012
8	Waterloo	November 19, 2012
4	Toronto	December 10, 2012

## In Memoriam

The College extends its sympathies to the family, friends and colleagues of the following College members, who passed away recently (as of April 2, 2012):

Bella Spektor Fin  
Frank Fitzgerald

## 2011 Retired Members

Twila Maureen Folden	Valerie Nunes	Lisa D. McEvoy
Renee L. Hyde	Rikki-Lee Manuel	Celeste Grenon
Monika Jones	Cheryl A. Wright	Christine Pimento
Linda Elizabeth Street	Cynthia Lorraine Druyf	Corrine Rae Empringham
Christine J. Dick	Tadeusz Hrymowicz	Lisa St. Laurent
Karen Lorraine Grundy	Nicole Julie, Jeannine Ouellet	Maja Baric
Judith K. Overbaugh	Brad William Pataky	Frank Alan Carone
Susan Andrea Plant	Laurie Baker	Stacy Gillian Pinkney
Virginia Turman	Mona Elizabeth Kirkwood	Jessica Sposato
Joanne Patricia Thompson	Kathleen Margaret Sonnenberg	Nicole Kaszuba
Paul J. Rapai	Jeff N. Harnden	Mary Cathy Charbonneau
Nicholas A. Gabriele	Anita Polson	Tiffany Gracey
Verna Sheridan	Vivian M. Dickie	Sean Bernsen
Patricia R. Rhodes	Kimberley Jamieson	Veronica Kiefer
Craig D. Allen	Chantal France Pinet	Brigitte Thibeault
Anne Longman	Bonnie H. Gibbon	Kristin Marie Dillon
Cynthia Ann Logan	Jerry Godin	Benjamin T. Wong
Dorota Zienkiewicz	Kelly Suzanne Fudge	Helene Binet
Johan G. Overzet	Mathew Fines	Jacqueline Sin
Walter Koziej	Kimberly C. Krestick	Dana Wagler
Henriette Fiander	Nadeane Danielle Tyhurst	Emily V. Thompson
Bonita Eby	Wm. David Carnahan	Tomaz Da Costa
MaryLou Bourgeois	Laura Lee Lynne Magnussen	Kama Rachel Steels
Ruthann Poppy Topolovec	Yukiko Watanabe	Tylee Maracle
Karen M. Banfill	Danielle Halliday	Jonathan Lewis Wightman
Wojciech Bazydlo	Nelson Da Silva	Jia Hua Liu
Kelly Lynn Campbell	Andrea L. Burgess	Jason Kaukinen
Elisa Peterson	Leanne Wright	Halyna Christine Vreken
Lise St. Hilaire	Jennifer D. Zielke	Ashley L. Vigneux
Helena Lancinger	Emily Gaudette	Julie G Connolly
M. Elizabeth Dodds	Mary Anne Thompson	Sarah Adoley Oddoye
Gordon R. Gaines	Taryn D. Krizan	Kyra Dougherty
Dolly Jane Basso	Amanda Jayne Cunningham	Amanda Elizabeth Cozier
Stephanie K. Needham	Catherine Brasjen	Rhonda Lynn Kinney
Heather Allison Warnaar	Amanda Feltham	Daniel Robert Godin
Monica J. Blais	Richard J.M. Hill	Phil Lyle Campbell
Lynda Kathryn Kooymans	Sarah N. Walker	Nika Dona-Lyn Townsend
Megan Ann Stanciu	Rebecca Falkner	Alexandra Coleridge MacLean
Julia Suzanne Dundass	Antoinette Izzo	Andrew Sarasin
Malgorzata Mularska		Jessica Dawn Decker

Dana L. Sparrowhawk  
Suzanne Evelyn Deault  
Jessica Rempel

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Retired Members as of April 2, 2012. Please check the College's public register on the website for the most up-to-date information.

## 2011 Revocations

Adam L. Duplante	Eileen Ann Weston
Alexandra J. Pollard	Elise Curry
Amanda M. Brown	Elissa D Marcus
Amy Christina Buckley	Elizabeth M. Messer
Amy Elizabeth Heffernan	Emily Elizabeth Jamieson-Brubacher
Amy Laura Slater	Eric Walter Martinen
Andrew M. Blake	Eric Valiaho
Andrey Burkovsky	Erin Loveman
Angela R. DeForest	Fabio Di Bona
Angela Richards	Ferlito Calip Zambrano
Angela Marie Sacco	Fortunato Colangelo
Anna Petitta	Frank Van Sertima
Antoaneta Milkova	Gavin Timothy De Groot
Bill Fraser	Gregory Elder
Bonnie Marie Baird	Heather Michelle Deyman
Brad Fraser	Ian Brown
Bradley Ruddy	Jackie Patricia McKay
Brenda St. Louis	Jacqueline RosAnne Dunn
Candice Aletha Glazier	Jason Bird
Carolyn N. Gray	Jeffrey S. Lenz
Chantale Marie Errington	Jennifer Boyd
Charlene Andrea Roberts	Jennifer Coo
Christina M. F. Blair	Jennifer Murdock-Norris
Christine Alyward	Jeroen Massink
Christine Louise Garton	Jessica Mayer-Denis
Chrystal Anne Saffer	Jessica Ryan
Colanne Autumn Holmes	Jodine Murphy
Constantine George Riska	Johanna E. Kidd
Coranna S. Lee	Jonathan Robert Keys
Courtney Eden Shaver	Joseph A. Pereira
Crystal A. Witmer	Joshua Pratt
Dana M. Landers	Julia S. Sage
Daniel Hudon	Julie Ann McCabe
Danielle Theriault	Kacey Collins
Darlene Swales	Karla A. Langevin
Dawn Annette Ricica	Katrina Mae Pitawanakwat
Deanna M. Reiter	Kelly Annette Brodrecht
Devon Diane Wilkins	Kenneth Moulton
Dmytro Komar	Kenneth Tyhurst
Edith M. Dellandrea	

## 2011 Suspensions

Kris Ryan Ehmke  
Krista C. Latreille  
Kristin Ceara LaDouceur  
Leanna ELIZABETH Bassels  
Leonard NICHOLAS Freeman  
Leslie E. Brakel  
Leslie Brown  
Linda Marie Gilbert  
Lindsay Madden-Nadeau  
Lisa C. Blucher  
Lisa Rocha  
Lysianne Howarth  
Mahalia Gowrie-Jailal  
Mary A. Tzianias  
Megan Bradshaw  
Melanie Dawn Gatzke  
Mélanie A. McCallum  
Melissa Culver  
Melissa Anne Penny  
Michael Piperopoulos  
Michelle Culleton  
Milan Procka  
Monica E.C. Eliasson  
Monique A. Travers  
Naomi P. Booth  
Nicole M. Murphy  
Patricia Leslie Bacile  
Paula S. Casey  
Rebecca De Mello  
Rebecca Revillat  
Richard Davidson  
Richelle Marissa Tavernier-Clements  
Robyn J. Mulder  
Rose Anne Prokopetz  
Rose-Anne M. Linekar  
Rosemary Brown-Tucker  
Roxanne L. Derkson  
Russell Chop  
Sara E. Gough

Sarah Emily Gracy Griffioen  
Scott Sanderson  
Sheena O'Connor  
Sherry A. Ruth  
Shirlene L. Johnston  
Shondra Anne Greenan  
Steven A. Arruda  
T. Julie Diomede  
Talesin Cleveland  
Tanya N. Harris  
Theresa A. Duiker  
Tia Kastrinos  
Timothy Alan Boyko  
Toby D. Neumann  
Tracey Johnston  
Tsz Ho Lee  
Vanessa Armstrong  
Victor B. Wojtkiewicz  
Victoria Louise Hunt  
Victoria M. Scott  
Wayne B. Pettifer  
William Charlesworth  
Yan Jiao Wang

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Revocations as of April 2, 2012. Please check the College's public register on the website for the most up-to-date information.

Aaron Henry Richer  
Aaron Stiller  
Adam Szaflarski  
Adrian Das  
Adrienne Gabarro  
Agnieszka Wacławska  
Alanna Klos  
Alicia M. Jones  
Alison Burnham  
Allison May Briscoe-Montgomery  
Alus Lill  
Amanda Joanne Trenholme  
Amanda Lynn Avey  
Amy J Shepley  
Andrea L. MacPhee Lay  
Angela Lorraine Saleta  
Angela K. Armstrong  
Angie Pruy  
Anique M. Randle  
Anna Janice Liu  
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**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.**

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