STRIVING FOR EXCELLENCE TOGETHER

ANNUAL REPORT 2013-2014

College of Occupational Therapists of British Columbia
Excellence is achieved through collaboration. It reflects the inter-professional reality of practice, recognizes the importance of engaging with key stakeholders, and enables us to meet our mission more efficiently and effectively than we ever could on our own.
Responsive and Accountable Leadership (Governance & Operations)

The College…
- Board exemplifies leadership informed by governance best practices.
- Enhances the public’s awareness of its role in protecting the public’s right to safe, ethical occupational therapy.
- Ensures sufficient financial and human resources to meet its mandate.
- Advances quality programs and services, and demonstrates ongoing evaluation.

Supporting Client/Patient Safety Culture

The College…
- Promotes public confidence with regard to the quality and safety of occupational therapy practice.
- Promotes public awareness, input, and access to information by developing a public awareness strategy.
- Supports inter-professional collaboration to promote quality health outcomes and occupational therapy competencies.

Monitoring and Supporting Quality Practice

The College…
- Will take a competence-based approach to support public confidence regarding the quality and safety of occupational therapy services.
- Will implement its Quality Assurance Program to ensure the ongoing quality of practice in the profession.
- Provides support to facilitate registrants in meeting the essential competencies for practice.
As occupational therapists, we tend to consider participation a hallmark of our profession as we strive to guide and assist our clients to participate as fully as possible in their various occupations. Our work is also incredibly collaborative because it often requires many of us working together to achieve the best possible outcomes for our clients. However, the principles of participation and collaboration aren’t just client-based – they also extend to COTBC, the Health Profession Regulators of BC, and our Board itself.

Inter-professional collaboration and participation play important roles within our Board structure; our bylaws require us to have no fewer than three public members on our Board. These individuals, appointed by the provincial government, form one-third of our Board. Collaboration at the Board level has been invaluable in gaining other non-occupational therapy perspectives and has served to strengthen our model of governance, decision making and strategic direction. This progressive outlook toward collaboration is especially appropriate given that key drivers of the work of Health Regulatory Colleges include meeting government and public expectations in an environment of increased oversight and accountability. With that, involving the public in our processes demonstrates good governance. As your Board Chair, I have personally appreciated the participation of various public board members who have brought with them a wealth of life and career experiences.
As your Board Chair, I have personally appreciated the participation of various public board members who have brought with them a wealth of life and career experiences.

When collaborative relationships are formed and valuable skills and expertise is shared, saying goodbye to longstanding board members can be difficult. We recently bade farewell to Sherry Baker and Villa Nova Carvalho who both completed 6-year terms in January 2014. Their input and commitment to our board has been significant and we are thankful for their service.

Last year Carol Williams, one of our public members who served as chair of the Board from 2011-2012, also completed her term. Of note, Carol was the first public member of our College to be elected chair and her absence has been felt. In fact, within the last 18 months we have experienced a complete turnover of our public board members. As such, in the spirit of participation and collaboration, I would like to take this opportunity to introduce the newest members of our Board.

In January 2013 we welcomed Sharon Apsey. Her professional experiences as an educator and her connections in education, employment, seniors’ housing, health, provincial and federal politics are assets to our Board. In addition to her COTBC Board role, Sharon also sits on the Inquiry and Governance committees. Further, as a long time resident of Victoria she was most helpful in assisting the Board and CEO to review COTBC’s new office space. We greatly appreciate her perspective.

Trudy Hubbard joined our Board in January 2014. Trudy’s extensive experience in the areas of seniors, non-profits, and provincial public services and regulation have proven extremely beneficial. As an active volunteer in her community serving on various Boards, Trudy is also a member of COTBC’s Registration and Discipline committees.

Guenter Weckerle also joined our team in January. His business acumen and experience as a manager and supervisor in the forestry sector, as well as his tireless volunteerism, has made him an integral member of our Board. In addition to his Board role, Guenter is appointed to the Discipline committee. I’m certain our Board members will agree that membership engagement in COTBC also reflects the principles of participation and collaboration. I’m so pleased that no fewer than 50 registrants have been actively involved in the development of the Quality Assurance Program with 44 participants offering feedback during the first pre-testing held this past April. We will provide further updates during our upcoming two day Annual General Meeting and education day October 24-25 in Kelowna. This is the first time a COTBC AGM has been held outside of the Lower Mainland. We’ll once again be collaborating with CAOT-BC and the UBC Department of Occupational Science and Occupational Therapy to provide occupational therapists with updates on all three organizations as well as a variety of professional development activities. I hope many of our Interior members can attend and I look forward to welcoming occupational therapists and OT students from around the province.

As COTBC Registrar Kathy Corbett emphasizes: “Inter-professional collaboration among healthcare professions means better, safer care for British Columbians”. I’d like to commend Kathy for the work she’s done in her role as co-chair of the Health Profession Regulators of BC and for also taking the lead in assisting the group to become formally incorporated as a society in 2013. This important step has allowed collaboration on the development of common approaches to regulatory functions through shared experiences, expertise, education and mentorship in support of the common public interest mandate. Kathy’s involvement has showcased the many merits of occupational therapy in BC and beyond and earned the praise and respect of many of the other health professions that we interact with in our daily work. This type of collaborative and participatory leadership exhibits the values our Board holds about our collaborative approach to regulation and helps to promote safe, ethical and quality occupational therapy practice in British Columbia.
As a regulator, we are an integral part of the healthcare system and must strive for excellence in advancing inter-professional collaborative practice and relations with other Colleges and system partners.

Those who work together toward a common purpose are more likely to achieve the outcomes they are seeking. That’s why inter-professional collaboration among healthcare professions can mean better, safer care for British Columbians. As a regulator, we are an integral part of the healthcare system and must strive for excellence in advancing inter-professional collaborative practice and relations with other Colleges and system partners.

We demonstrate this commitment to “collaborative regulation” in many different ways.

**Working Together**

For example, our Quality Assurance Program has benefited from our collaboration with the College of Physical Therapists of BC. Beyond cost sharing for consultants and other supports, the opportunity for shared learning and critical reflection as we build and launch our programs has been invaluable. This includes joint training sessions for volunteers, cooperative policy and process development, and conducting quality improvement cycles in tandem. Teamwork has also provided a solid foundation for future endeavors such as program evaluation and building practice supports. We also continue to participate in the Quality Assurance Working Committee of the Health Profession Regulators of BC (HPRBC), a network of British Columbia’s 26 regulated health professions, sharing experiences to support our collective efforts to meet the quality assurance mandate outlined in the *Health Professions Act*.

As an active partner in HPRBC, COTBC also welcomed the creation of a more formal collaboration. Established in 2013 through its incorporation under the BC Society Act, the purpose of the HPRBC Society is four-fold: collaboration on the development of common approaches to core regulatory functions such as registration, complaints, quality assurance and standards, work with government and others on regulatory matters, provide opportunities for member growth and development through educational supports and mentorship, and share experiences and expertise among members in support of the common public interest mandate.

Our membership in the HPRBC Society showcases our commitment to working together to advance safe, quality health care. Safe Care Trust – a public awareness campaign of the HPRBC - was launched last year to inform the public about its right to seek safe care from regulated professionals.
Public information included bus shelter posters, a website translated into ten languages and connections with immigrant serving agencies. A second phase of the public awareness initiative is now in the planning stages. For more information visit: www.bchealthregulators.ca

Further, in partnership with nine Canadian occupational therapy colleges across the country, our participation in a five-year national project funded by the Government of Canada’s Foreign Credential Recognition Program is now in its final year. The Association of Canadian Occupational Therapy Regulatory Organizations’ Harmonization Project will implement a common assessment for confirming the qualifications and competencies of internationally educated occupational therapists (IEOTs) planning to work in Canada. The project has also helped to strengthen our relationships with the occupational therapy academic community and professional associations. Over the past five years, over one quarter of applicants who applied to be registered in BC were educated outside of Canada. Because COTBC receives among the highest number of IEOT applicants in the country, the creation of a national assessment process enhances our ability to provide transparent, objective, impartial and fair assessments of IEOTs wishing to practice in BC. The scope, intensity and quality of this undertaking has been made possible through collaboration.

While these collaborative regulation efforts are extremely worthwhile, they are not without challenges. The COTBC Board has been clear in its direction and, as such, we will remain committed to these collaborative efforts by continuing to build upon a solid foundation of respect, trust, shared decision-making and strategic partnerships.
COTBC’s leadership and ongoing collaboration with ACOTRO members and other key stakeholders reflects COTBC’s high level of commitment to public protection and regulatory excellence. 

Gayle Salsman
Registrar, College of Occupational Therapists of Nova Scotia

COTBC’s collaboration with ACOTRO members to create a national substantial equivalence assessment process for internationally educated OTs advances our ability to provide transparent, objective, impartial and fair assessment of IEOTs wishing to practice in BC.
The College is responsible for ensuring that an individual applying for registration to practice as an occupational therapist in British Columbia meets all requirements. Our registration process is transparent, objective, impartial and fair and conducted in a timely and respectful manner. During registration, each applicant receives an in-depth review by College staff who pay particular attention to areas of education, total recent practice hours, successful completion of the national certification examination, and English language proficiency as well as their history with other regulators.

The Registration Committee reviews all internationally educated occupational therapists (IEOTs) as well as applicants who do not have sufficient currency of practice. As well, the Committee drafts policy ensuring that governing legislation (the Health Professions Act) and College bylaws are reflected in registration processes.

**Current Workforce—COTBC data**

As of June 30, 2014, there were 2191 occupational therapists registered to practice in British Columbia. The vast majority fell into the full practicing category with 17 in the provisional registration category. Another 88 individuals held temporary registration, were participating in a re-entry program, or elected to be 'non-practicing'. Non-practicing status is chosen by registrants for a variety of reasons, usually reflecting a temporary leave of absence from the workforce.

At the close of the COTBC year (June 30, 2014) 57% of registrants indicated their primary employment was full-time and 42% indicated their primary employment was part-time. The majority of occupational therapists practising are 40 years of age or older (53%) with 47% under the age of 40. By funding, most work in the public sector (73%), with 26% reporting private sector, private-public sector mix or other sources of funding.
COTBC Application data

165 applications for registration were received between July 1, 2013 – June 30, 2014:

As noted in prior years, BC continues to welcome a number of occupational therapists from other provinces and countries to help meet workforce demands. Of the 165 applicants:

- 45 completed their entry level education in BC (27%)
- 84 completed their entry level education elsewhere in Canada (51%)
- 36 were internationally educated (22%)

As a signatory to the Labour Mobility Support Agreement (LMSA) developed by the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO), BC supports the full mobility of occupational therapists across Canada. During the 2013-2014 registration year, 18 individuals registered with COTBC under this provision. COTBC continues its commitment toward, whenever possible, harmonization of registration standards across Canada; we anticipate that this will necessitate revisions to registration bylaws and policies respecting practice hours and competence assessment.

Number of New Registrants by Year (July 1, 2013 – Jun 30, 2014)

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<td>2010-11</td>
<td>131</td>
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Where Applicants Received Entry-level Education*

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<tr>
<td>2009-10</td>
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<td>37</td>
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</tbody>
</table>

*Number of new applicants does not equal number of new registrants due to the varying length of the application process and the College year-end.
Internationally Educated Occupational Therapists (IEOTs) and the ACOTRO Harmonization Project

During the last two registration years (2012/2013 and 2013/2014) 71 IEOTs applied for registration with COTBC. The majority of these IEOTs were educated in Australia (25), followed by the United Kingdom (15), and the Philippines (8). The remaining 23 applicants received their education in nine additional countries with each country having its own unique education system, institutions, and curricula. Our work is supported by the deliverables of the multi-phase Harmonization Project being conducted by the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO). This project aims to harmonize registration standards and processes across Canada by creating a consistent, objective, fair and transparent approach to the assessments of IEOTs’ educational qualifications and competencies.

When fully implemented, the Substantial Equivalency Assessment System (SEAS), a major deliverable of the ACOTRO project, will impact COTBC registration processes. Feedback from the College will be provided to ACOTRO as implementation occurs. In the interim, until project completion and full roll-out, collaborative working relationships with members of ACOTRO continue to support the assessment of occupational therapists applying for registration.

The College is revising policies and processes to implement ACOTRO recommendations as they are received and subsequently approved by the COTBC Board (e.g. Language Proficiency Standards, Academic Credential Assessment, etc).

Supporting Re-entry to Practice

COTBC actively supports individuals wishing to resume practice following an extended period of absence. During the past year, 12 individuals with insufficient currency hours participated as provisional registrants in supervised practicums as part of an individually tailored COTBC re-entry program. The Registration Committee approves all practicum proposals which are prepared jointly by an applicant and their supervising occupational therapist. Following approval, an applicant is awarded provisional registration to complete anywhere from 300 – 600 hours of supervised practice. The practicum provides these individuals with an opportunity to confirm their competence, referencing the Essential Competencies of Practice for Occupational Therapists in Canada, 3rd Edition. The College recognizes the commitment of fully registered occupational therapists throughout BC who provided supervision and mentorship to fellow occupational therapists seeking re-entry into practice.
I quickly became aware of the high value the COTBC Board places on the principles of collaboration and participation.

Trudy Hubbard
COTBC Public Board Member
SUPPORTING QUALITY PRACTICE: STANDARDS

The College is committed to encouraging occupational therapists to practice safely and ethically in order to merit the continued trust and respect of clients served and the public at large. To support this work, the College responds to practice questions, publishes practice standards and advisory statements, and sponsors ongoing learning opportunities.

Fostering Ethical Practice

Delivering client-centred occupational therapy can pose a number of ethical issues requiring conscious deliberation with respect to risk management and clinical decision-making. In fact, a steady stream of practice questions and ongoing conversations with occupational therapists wherein values, judgements, and issues of right and wrong formed a ‘back-drop’ to the decision-making process subsequently prompted the College to focus on ethics for its pre-Annual General Meeting workshop.

From Yuck, through Muck to Pluck: Navigating the ethical dimensions of practice encouraged discussion and reflection on ethics in occupational therapy practice. Kevin Reel, an occupational therapist working in the areas of clinical and organizational ethics, engaged participants during an interactive lecture and roundtable discussions. Participants also worked through a detailed case study using an ethical decision-making tool. This tool is part of an ethical decision-making framework that occupational therapists can draw upon to examine ethics in their own practices.

Providing Clearer Expectations

Essential Competencies of Practice for Occupational Therapists in Canada, 3rd Ed. (ACOTRO 2011) outlines professional standards adopted by all occupational therapy regulatory colleges across Canada. These competencies guide COTBC’s practice advice and guidance to registrants and other stakeholders. To address trends in practice concerns and issues, the College published practice guidelines that provided additional detail about College expectations. Further, in response to requests for even greater clarity, in 2012 the College Board approved a transition to a new practice standards framework. These practice standards will provide both registrants and the public with clearer expectations for safe, effective and ethical practice regarding specific regulatory issues.

The first COTBC Practice Standard Managing Client Information was drafted by the Standards
Committee and approved by the Board in June 2014. Changes from the previous guideline include dedicated sections on client access and occupational therapy record disclosure, a new section regarding financial record keeping, and expanded definitions and links to relevant legislation and resources. Expect the release of this new practice standard in the early fall.

Responding to Practice Questions

COTBC responds to many requests for a regulatory perspective on a variety of topics, reinforcing the College’s role as an important resource for occupational therapists, employers and the public. These exchanges are also helpful in identifying ways for the College to further support occupational therapists in providing safe, ethical and competent practice.
A profession that supports its members to maintain and enhance competence through self-regulation and up-to-date practices is one the public and other stakeholders can trust to deliver safe, effective and ethical care. The long-term outcome of the College’s Quality Assurance Program is public confidence in the continuing competence of British Columbia’s occupational therapists.

Over the past year, development of the Quality Assurance Program has focused on completing the online delivery system, evaluating the 2013 Annual Competence Review (ACR), building and reviewing the case/question item bank, and conducting pre-tests of the Continuing Competence Exam. Program development has been challenging and the Continuing Competence Committee, the Exam Development Subcommittee, the learning module review panel, the recently appointed Exam Technical Panel, and College staff and consultants are to be commended for their commitment to building a robust and effective Quality Assurance Program.

**Supporting Competence: The Annual Competence Review**

During last year’s annual report, the 2013 Annual Competence Review (ACR) was still in the preliminary analysis stage. Based on further analysis, the Continuing Competence Committee recommended minor improvements in anticipation of the 2014 ACR. This included additions and modifications to the transitions and supports section which served to encourage occupational therapists to identify specific actions aimed at maintaining competence. The latest ACR also acknowledges the diversity of roles among registrants and offers occupational therapists a choice between analyzing the risk of assigning tasks to support personnel or working through a case more relevant to their own practice. Further, by delivering the ACR online,
the College provided registrants with a fresher presentation and improved navigation through hypothetical cases and questions. It also allowed testing and improvements to the online system’s capacity for accommodating large numbers of users at one time.

The 2014 ACR closed on June 15, 2014. Analysis of the results will be completed this fall. See below and side bar for statistics from the 2013 ACR that can be compared to the 2014 data.

2013 ACR highlights:

- Almost 30% of occupational therapists balance at least two roles in their practice.
- 77% expect at least one career transition over the next 6-12 months.
- The most commonly identified transitions are related to workplace adjustments, such as significant changes in workload, policies, and organizational structure.
- 59% identified more than 10 resources to support competence.
- The least common resource listed was a formal written review of performance; only 36% (n = 713).
- The mean score on the regulatory quiz was 7/8; 8% of registrants scored below 6/8.

The analysis also looked at registrants’ views through their responses to the evaluation questions. Approximately 79% completed the evaluation. Highlights include:

- 97% agreed/strongly agreed that access to the online activities was easy, and 96% agreed/strongly agreed that navigation through the website was easy.
- 89% agreed/strongly agreed that the time necessary to complete the ACR was ‘just right’.
- 64% agreed/strongly agreed that the career path section was relevant to their continuing competence.
- 83% agreed/strongly agreed that the regulatory quiz was appropriate to assessing safe, effective, and ethical occupational therapy practice.
- 70% agreed/strongly agreed that the risk management tool was helpful in anticipating risks and preventing harm.
- 63% agreed/strongly agreed that the ACR feedback will help guide their continuing competence over the next year.
Assessing Competence: Building the Continuing Competence Exam

Pre-testing of the Continuing Competence Exam (CCE) was conducted in April. The Continuing Competence Committee extends its thanks to the 98 occupational therapists who volunteered. 62 participants were selected, providing a representative sample based on practice context and geographical region. 52 participants completed the booking process and 44 completed the pre-test, including the feedback form.

The CCE pre-test successfully engaged registrants, College staff and consultants in a “real-time simulation” to determine which aspects of the exam delivery were working well and which required further refinement. Our call for volunteers received an enthusiastic response with 99 occupational therapists expressing interest. While the target for pre-test completion was exceeded, fewer participants than anticipated completed the Adult and Older Adult Neurological form. All participants agreed the navigation through the exam website functioned well, while 41 participants found navigating and scrolling through the cases and questions went smoothly. 18 participants identified problems with the booking system; however these were easily remedied and included removing case sensitivity in usernames and passwords. Participants’ ratings regarding the relevance to day-to-day practice were also encouraging; 36 agreed the pre-test content reflected day-today practice, and 37 were satisfied with the chosen practice context. The majority of exam questions functioned well and offered preliminary confidence that exam content will provide required information regarding candidate performance in a reliable manner. The pilot test, which examines a larger sample of participants, is scheduled for October 2014. This test will confirm readiness of all systems in anticipation of the CCE launch in 2015.

The Exam Technical Panel, which includes occupational therapists who work in a variety of roles across British Columbia, received training in March with the exam consultant. The Panel will use the pre-test and pilot test results to begin monitoring exam quality indicators such as item performance, scoring and review of exam incidents.

The Exam Development Sub-Committee also continues to work diligently on building the item (case) bank. These cases are utilized during the CCE and the ACR. Over 160 cases are completed, with 50 ready for standard setting and another 50 scheduled for completion by year-end. All writers are occupational therapists who provide direct care and/or practice support. Their diligence in preparing these cases is commendable and underscores their commitment to creating cases and questions that reflect BC occupational therapy practice.

Improving Competence: Designing Individual Programs

This element applies to occupational therapists who are unsuccessful in passing the Continuing Competence Exam after two attempts. The Continuing Competence Committee has completed a plan for this aspect of the program and will begin development in late 2014.

Research Agenda and Registrant Engagement

In 2014 the College continued its commitment to processes based on the best available evidence by drawing upon expert consultants in the fields of measurement, competence and online delivery, and evaluation to examine ongoing registrant input through surveys, review panels and information sessions. This year, presentations at the 16th Ottawa Conference held in conjunction with the Canadian Conference on Medical Education, allowed for feedback and input into the development of the Annual Competence Review and the key features approach adopted for our case development. We welcome open dialogue and constructive debate to ensure our program enhances the public’s trust in our profession.
An excellent example of COTBC’s commitment toward fostering a culture of collaboration is its participation in Health Profession Regulators of BC initiatives such as our public awareness campaign.

Working together with other regulatory colleges to develop a comprehensive public awareness campaign has allowed COTBC to carry out a longstanding strategic priority that would have been impossible to deliver on our own.
ADDRESSING COMPLAINTS AND CONCERNS

To fulfill its role in protecting the public, the College provides transparent, fair, objective and impartial processes to address complaints raised about the practice or conduct of an occupational therapist. These types of concerns are addressed through the College’s Inquiry or Discipline processes. Under the Health Professions Act, complaints must be in writing and are initially reviewed through the Inquiry Committee. Decisions of the Inquiry Committee may include no further action or taking appropriate action as required in the public interest. This may include remedial action, formal consent orders or undertakings, or directing the Registrar to issue a citation to the College’s Discipline Committee for a hearing.

The Inquiry Committee draws on the expertise of members of the public and occupational therapists. The Committee meets regularly to thoroughly review every complaint and provide a fair and just process for both the complainant and the occupational therapist. Inspectors may be appointed to gather additional information required before the Committee is ready to make a decision. Once a decision is reached, the complainant and the occupational therapist are informed of the decision and the reasons behind it. With nine new complaints in 2014 as well as 13 files carried over from the previous year, the Committee has experienced a steady workload.

College complaint statistics reflect that 70% of complaints have been raised by clients receiving services from an occupational therapist. While 78% of occupational therapists in British Columbia work in the public sector, College statistics show that in the last five years there appears to be a trend where most complaints have been brought against occupational therapists working in the private sector. Finally, it should be noted the Committee has taken action in just over 55% of complaints brought forward. “Undertaking and Consent Orders” occur when the occupational therapist agrees to particular terms and conditions proposed by the Inquiry Committee. These may include any combination of a reprimand (in writing or attended in person before the Committee), a period of suspension, writing a reflective paper, completing courses, supervised practice, future practice inspections and spot chart audits or any other specified remedial action.
Under the *Health Professions Act*, once the Inquiry Committee has made its decision complainants have the right to apply for a review of the decision to the Health Professions Review Board (HPRB), an independent, government-appointed administrative review body. Typically, the review looks at the adequacy of the Committee’s investigation and rationality of its decision. To date, 10 complainants have applied for a review of the Committee’s decisions. Five decisions were upheld, one file was recently referred back to the Inquiry Committee with further directions and a request to consider a more appropriate course of action, and four files are currently being reviewed by HPRB. All HPRB decisions are published on its website. The Inquiry Committee monitors the decisions and considers whether any improvements to College processes are required.

**Outcomes of Complaints (July 1, 2009 - Jun 30, 2014) - 55% Action Taken**

- 8 files remaining open as of June 30, 2014
- 17: Reprimand or remedial action by consent HPA s.33(6)(c) & s.36 (Undertakings by consent orders)
- 2: Referred to discipline for hearing HPA s.33(6)(d)
- 2: Directed action to resolve matter HPA s.33(6)(b)
- 17: No further action HPA s.33 (6)(a)

* HPA is the Health Professions Act

**Origins of Complaints (July 1, 2009 – June 30, 2014)**

- 32: Clients / Patients
- 6: Occupational Therapists
- 7: Managers/Agency/Other Health Professionals
- 1: Own Motion by Inquiry Committee

**Complaints by Practice Sector**

- In Last Five Years 2009 – 2014
  - Public Sector: 18
  - Private Sector: 28
  - 39%
  - 61%

- Across All Years 2000 – 2014
  - Public Sector: 55
  - Private Sector: 44
  - 56%
  - 44%
"Board members work together with mutual respect toward our common goal of protecting the public."

Sharon Apsey
COTBC Public Board Member
To the Members of College of Occupational Therapists of British Columbia

We have audited the accompanying financial statements of College of Occupational Therapists of British Columbia, which comprise the statement of financial position as at June 30, 2014 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not for profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s
internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of College of Occupational Therapists of British Columbia as at June 30, 2014 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.

Victoria, BC  
September 9, 2014  

HAYES STEWART LITTLE & COMPANY  
CHARTERED ACCOUNTANTS
## Statement of Financial Position
YEAR ENDED JUNE 30, 2014

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</tr>
<tr>
<td>Unrestricted</td>
<td>231,939</td>
<td>275,284</td>
</tr>
<tr>
<td>Internally restricted (Note 6)</td>
<td>661,661</td>
<td>661,661</td>
</tr>
<tr>
<td>Investment in capital assets</td>
<td>43,763</td>
<td>13,558</td>
</tr>
<tr>
<td></td>
<td>937,363</td>
<td>950,503</td>
</tr>
<tr>
<td></td>
<td>2,025,337</td>
<td>1,979,818</td>
</tr>
</tbody>
</table>

On behalf of the Board

[Signatures]

See notes to the financial statements
# Statement of Revenues and Expenditures

**YEAR ENDED JUNE 30, 2014**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application fees</td>
<td>$ 49,353</td>
<td>$ 47,050</td>
</tr>
<tr>
<td>Registration fees</td>
<td>995,027</td>
<td>855,040</td>
</tr>
<tr>
<td>Other</td>
<td>30,227</td>
<td>5,941</td>
</tr>
<tr>
<td>Contribution agreements (Note 8)</td>
<td>446,434</td>
<td>519,202</td>
</tr>
<tr>
<td>Interest income</td>
<td>13,994</td>
<td>11,480</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 1,535,035</strong></td>
<td><strong>$ 1,438,713</strong></td>
</tr>
</tbody>
</table>

| **EXPENSES**         |            |            |
| Accounting and legal | $ 83,985   | $ 86,984   |
| Amortization         | 19,531     | 14,915     |
| Communication        | 7,463      | 6,565      |
| Consulting           | 80,082     | 100,962    |
| Contribution agreements (Note 8) | 446,434 | 519,202 |
| Credit card charges  | 24,472     | 24,789     |
| Honoraria and per diems | 26,158 | 21,325 |
| Insurance            | 5,955      | 6,070      |
| Meetings and travel  | 93,637     | 91,639     |
| Miscellaneous        | 6,580      | 737        |
| Office               | 23,022     | 36,646     |
| Systems development  | 133,701    | 39,507     |
| Publications         | 8,736      | 11,018     |
| Rental               | 66,602     | 40,614     |
| Repairs and maintenance | 1,359 | -         |
| Special projects     | 156,119    | 109,945    |
| Wages and benefits   | 365,194    | 311,548    |
| **Total Expenses**   | **$ 1,549,030** | **$ 1,422,466** |

<table>
<thead>
<tr>
<th>(DEFICIENCY) EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>($ 13,995)</td>
<td>$ 16,247</td>
</tr>
</tbody>
</table>

| GAIN ON DISPOSAL OF CAPITAL ASSETS                           | 855        | -          |

| (DEFICIENCY) EXCESS OF REVENUE OVER EXPENSES                  |            |            |
|                                                              | ($ 13,140) | $ 16,247   |
Statement of Changes in Net Assets
YEAR ENDED JUNE 30, 2014

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Internal restricted</th>
<th>Investment in capital assets</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BEGINNING OF YEAR</td>
<td>$ 275,284</td>
<td>$ 661,661</td>
<td>$ 13,558</td>
<td>$ 950,503</td>
<td>$ 934,256</td>
</tr>
<tr>
<td>Deficiency (excess)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>revenue over expenses</td>
<td>6,391</td>
<td>-</td>
<td>(19,531)</td>
<td>(13,140)</td>
<td>16,247</td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>(49,736)</td>
<td>-</td>
<td>49,736</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>NET ASSETS - END OF YEAR</strong></td>
<td>$ 231,939</td>
<td>$ 661,661</td>
<td>$ 43,763</td>
<td>$ 937,363</td>
<td>$ 950,503</td>
</tr>
</tbody>
</table>
## Statement of Cash Flows
YEAR ENDED JUNE 30, 2014

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Deficiency) excess of revenue over expenses</td>
<td>$ (13,140)</td>
<td>$ 16,247</td>
</tr>
<tr>
<td><strong>Items not affecting cash</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>$ 19,531</td>
<td>$ 14,915</td>
</tr>
<tr>
<td>Gain on disposal of assets</td>
<td>(855)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>$ 5,536</strong></td>
<td><strong>$ 31,162</strong></td>
</tr>
<tr>
<td><strong>Changes in non cash working capital</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>$ (50,561)</td>
<td>$ 90,165</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(344)</td>
<td>(7,682)</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>12,468</td>
<td>(32,456)</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>46,192</td>
<td>206,394</td>
</tr>
<tr>
<td></td>
<td><strong>$ 7,755</strong></td>
<td><strong>$ 256,421</strong></td>
</tr>
<tr>
<td><strong>Cash flow from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>$ 13,291</strong></td>
<td><strong>$ 287,583</strong></td>
</tr>
<tr>
<td><strong>INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>$ (49,736)</td>
<td>$ (10,536)</td>
</tr>
<tr>
<td>Proceeds on disposal of capital assets</td>
<td>855</td>
<td>-</td>
</tr>
<tr>
<td><strong>Cash used by investing activities</strong></td>
<td></td>
<td><strong>$ (48,881)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>$ (48,881)</strong></td>
<td><strong>$ (10,536)</strong></td>
</tr>
<tr>
<td><strong>(DECREASE) INCREASE IN CASH FLOW</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash - beginning of year</td>
<td>1,933,236</td>
<td>1,656,189</td>
</tr>
<tr>
<td><strong>CASH - END OF YEAR</strong></td>
<td><strong>$ 1,897,646</strong></td>
<td><strong>$ 1,933,236</strong></td>
</tr>
<tr>
<td><strong>CASH CONSISTS OF:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 810,118</td>
<td>$ 848,513</td>
</tr>
<tr>
<td>Short term investments</td>
<td>1,087,528</td>
<td>1,084,723</td>
</tr>
<tr>
<td></td>
<td><strong>$ 1,897,646</strong></td>
<td><strong>$ 1,933,236</strong></td>
</tr>
</tbody>
</table>
1. NATURE OF OPERATIONS

The College of Occupational Therapists of British Columbia was established under the Health Professions Act, effective December 17, 1998. The College’s mandate is to serve and protect the public interest by setting standards for entry to practice the profession in British Columbia establishing programs and guidelines to ensure that occupational therapists practice safely, ethically and competently, and investigating complaints raised account registrants’ practice. For income tax purposes, the College is treated as a not for profit organization.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not for profit organizations (ASNPO).

Fund accounting

The College of Occupational Therapists of British Columbia follows the deferral fund method of accounting for contributions. The College records its activities in the following funds:

The Unrestricted Fund accounts for the College’s general operations and overhead.

The Capital Fund includes transactions relating to equipment.

The Internally Restricted Funds include the following:

- Inspections, Inquiry and Discipline Funds, which are designated for use in the development and management of the inquiry and discipline process.

- Program Development Funds, which are designated for the development and establishment of statutory programs.

- Special Projects Funds, which are designated for specific, time limited projects related to Board strategic plan / College business plan.

Expenditures from these funds require Board approval.
Revenue recognition

The College follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the appropriate fund in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Application fees are recognized as revenue when received. Annual registration fees are recognized as revenue in the year to which they relate and fees received in advance are included in deferred revenue.

Publications expense

Included in publications expense are costs for certain materials which the College purchases and distributes to all registrants at no additional charge. The costs of such materials are expensed when costs are incurred.

Contributed services

The College would not be able to carry out its activities without the services of the many volunteers who donate a considerable number of hours. Because of the difficulty of compiling and valuing these hours, contributed services are not recognized in the financial statements.

Cash and cash equivalents

Cash includes cash and cash equivalents. Cash equivalents are term deposits and are valued at cost plus accrued interest. The carrying amounts approximate fair value because they have maturities at the date of purchase of less than ninety days or are redeemable at the option of the College.

Investments

Short term investments, which consist primarily of term deposits with original maturities at date of purchase of twelve months, are carried at amortized cost.

Capital assets

Purchased capital assets are recorded at cost and contributed capital assets are recorded at fair value at the date of contribution less accumulated amortization. Capital assets are amortized over their estimated useful lives on a straight line basis at the following rates and methods:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Life</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer equipment</td>
<td>3 years</td>
<td>Straight line</td>
</tr>
<tr>
<td>Computer software</td>
<td>2 years</td>
<td>Straight line</td>
</tr>
<tr>
<td>Equipment</td>
<td>5 years</td>
<td>Straight line</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>Remaining lease term</td>
<td>Straight line</td>
</tr>
</tbody>
</table>

Long lived assets

The College regularly reviews the carrying value of long lived assets and continually makes estimates regarding future cash flows and other factors to determine the fair value of the respective assets. If these estimates or their related assumptions change in the future, the College may be required to record impairment charges for these assets.
Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not for profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates include accrued liabilities and estimated useful life of capital assets, and are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

3. FINANCIAL INSTRUMENTS

The College is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the College’s risk exposure and concentration as of June 30, 2014. Management does not believe that the College is exposed to significant liquidity or foreign exchange risk.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The College is exposed to credit risk from grants receivable. The College’s receivables are due from government agencies, which minimizes credit risk from collection issues.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the College manages exposure through its normal operating and financing activities. The College is exposed to interest rate risk primarily through its fixed income investments.

4. CAPITAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>$ 42,572</td>
<td>$ 15,764</td>
<td>$ 26,808</td>
<td>$ 3,323</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>35,319</td>
<td>23,017</td>
<td>12,302</td>
<td>10,235</td>
</tr>
<tr>
<td>Computer software</td>
<td>4,688</td>
<td>2,820</td>
<td>1,868</td>
<td>-</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>3,480</td>
<td>696</td>
<td>2,784</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 86,059</strong></td>
<td><strong>$ 42,297</strong></td>
<td><strong>$ 43,762</strong></td>
<td><strong>$ 13,558</strong></td>
</tr>
</tbody>
</table>
5. DEFERRED REVENUE

Included in the prior year’s deferred revenue are restricted funds related to contribution agreements for amounts received in excess of expenditures incurred. Deferred revenue in the current year includes registration fees received in advance of the applicable membership year.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred registration fees</td>
<td>$967,118</td>
<td>$797,150</td>
</tr>
<tr>
<td>Contribution agreements (externally restricted)</td>
<td>-</td>
<td>123,776</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$967,118</strong></td>
<td><strong>$920,926</strong></td>
</tr>
</tbody>
</table>

5. NET ASSETS INTERNALLY RESTRICTED

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspections, Inquiry and Discipline Fund</td>
<td>$289,305</td>
<td>$220,044</td>
</tr>
<tr>
<td>Program Development Fund</td>
<td>$220,044</td>
<td>$152,312</td>
</tr>
<tr>
<td>Special Projects Fund</td>
<td>$152,312</td>
<td>$152,312</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$661,661</strong></td>
<td><strong>$661,661</strong></td>
</tr>
</tbody>
</table>

There were no transfers to or from internally restricted funds during the year.

7. LEASE COMMITMENTS

The College has a long term lease with respect to its premises. The lease contains a renewal option and provides for payment of utilities, property taxes and maintenance costs. Future minimum lease payments as at year end are as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$48,416</td>
<td>48,416</td>
<td>48,416</td>
<td>48,416</td>
<td>24,208</td>
<td>$217,872</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$217,872</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. CONTRIBUTION AGREEMENTS

During 2011 to 2014 fiscal years, the College has been receiving funding from the Government of Canada’s Foreign Credential Recognition Program, Human Resources Skills Development Canada to complete phase three of a project to develop, with partner provincial occupational therapy regulatory organizations, the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO) a common approach to the assessment and recognition of internationally educated occupational therapists. Phase three, the “ACOTRO Harmonization Project” spans just under five years and will be complete by March 31, 2015, with funding each year to complete work on harmonizing registration requirements and processes such as fluency.
testing, academic credential assessment, pilot testing the Profession Specific Credential Assessment and Competence Assessment tools (developed in phase one and two), and mapping the essential competencies to the national exam blueprint.

Included in operations are the following amounts relating to contribution agreements:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACOTRO</td>
<td>$446,618</td>
<td>$519,202</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACOTRO - Wages, benefits, and professional contracts</td>
<td>$291,541</td>
<td>$285,454</td>
</tr>
<tr>
<td>- Other direct costs</td>
<td>155,077</td>
<td>233,748</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$446,618</td>
<td>$519,202</td>
</tr>
</tbody>
</table>

Where expenditures for these individual projects exceeded the amount of cash already received by the end of the year, the College has set up receivables from funders (provided the expenditures have not exceeded the maximum allowable). In the case that the College has already received the funds but has not yet fully spent them, the excess cash has been classified as deferred revenue and will be recognized as the related expenses are incurred. At June 30, 2014, a total of $0 (2013: $82,975) relating to the completed projects was received but not yet spent and therefore included in deferred revenues. At June 30, 2014, a total of $40,206 (2013: $0) in expenditures relating to the ACOTRO Harmonization Project were incurred but the cash had not yet been received and therefore they are accrued in accounts receivable.

**9. COMPARATIVE FIGURES**

Some of the comparative figures have been reclassified to conform to the current year’s presentation.
The COTBC Board of Directors leads the College and oversees all aspects of operations. There are six occupational therapists who are elected by registrants of the College and three public members appointed by the provincial government.

2014-2015 COTBC Board of Directors

Top row, from left to right: Tanya Boudier, Trudy Hubbard*‡, Naz Chow
Bottom row, from left to right: Sharon Apsey*, Diane Graham (Chair), Lindsey McMitchell, Darlene Russell (Vice-Chair)
Missing: Angenita Gerbracht, Guenter Weckerle*‡

* Government appointed public board members
‡ Began term as of February 1, 2014
2013-2014 Board of Directors

Top row, from left to right: Tanya Boudier, Sherry Baker*+, Vila Nova Carvalho*+, Naz Chow
Bottom row, from left to right: Sharon Apsey*, Diane Graham (Chair), Lindsey McMitchell, Darlene Russell (Vice-Chair)
Missing: Angenita Gerbracht

* Government appointed public board members
+ Completed term as of January 31, 2014
We extend our sincere appreciation to the staff at the College for their positive attitude, caring nature, generous energy, and continued dedication to excellence in the everyday functions that make our College work smoothly.

**Organizational Chart**

**COTBC BOARD**
(Six Elected Full Registrants and Three Appointed Public Members)

**REGISTRAR**

- Director, Quality Assurance Program
- Project Manager
- Director of Communications
- Deputy Registrar
- Executive Assistant
- Administrative Assistant
- Reception/Administrative Assistant

**COMMITTEES:**
- Registration
- Quality Assurance
- Standards
- Continuing Competence
  - Exam Development Sub-committee
  - Exam Technical Panel
- Learning Module Review Panels
- Client Relations
- Inquiry
- Discipline
- Quality Assurance and Client Relations

**Legal Counsel**

**Inspectors/Investigators**

**Independent Auditor**

**Project Consultants**

**Accounting Services**

**Graphic Design/Web Programmers**

---

**Staffing Change**

Jill Langridge, executive assistant, left her position with the College on May 31, 2014. A valued and longstanding employee, Jill joined COTBC in 2000 just as the College was preparing for its first registration of occupational therapists in British Columbia. Jill excelled at assisting new applicants with their registrations and managing our registrant database. This wonderful and helpful member of our team will be greatly missed.

---

**New Office Space**

COTBC moved to a new office in January 2014. Our new headquarters is located outside Victoria’s downtown core, offers a more efficient layout, and improves the space for both in-house and online meetings. We value the nearly twelve years we shared space with the College of Dental Hygienists of BC and are thankful they remain our neighbours as we are both tenants in the same building!
“The COTBC Board is effective because the elected and publicly appointed board members collaborate as a team and value one another’s opinions — this creates a balanced approach directed towards public safety at all times.”

Guenter Weckerle
COTBC Public Board Member
The College depends on and appreciates the participation of our roster of tireless volunteers who belong to the COTBC Board and standing and ad hoc committees. Their dedication and commitment allows our organization to achieve its mission of protecting the public’s right to quality occupational therapy in British Columbia.

**Continuing Competence Committee**

Donna Drynan – Chair  
Jennifer Glasgow – Vice Chair  
Teresa Green  
Hilary Machniss  
Diane Graham – +  
Naz Chow – **

**Standards Committee**

Christina Mills – +  
Pattie Erlendson – Chair  
Tracy MacDonald – Vice Chair  
Jacqueline Riske – *  
Darlene Russell  
Helen Turner

**Discipline Committee**

Carol Williams  
Lindsey McMitchell  
Catherine Backman  
Nancy Sheehan  
Vila Nova Carvalho – *  
Guenter Weckerle – ++

**Inquiry Committee**

Caroline Ehmann – ^  
Nicole Penner – Vice Chair  
Sandra Bressler  
Angenita Gerbracht – *  
Lindsey Townsend - Chair  
Sharon Apsey  
Carin Plischke – ^^  
Jo Hillier – ^^^

**Registration Committee**

Theresa Wong – Chair  
Sonja Magnuson – *  
Sherry Baker – *  
Andrea Bowden  
Tanya Boudier – Vice Chair  
Danielle Michel – +  
Trudy Hubbard – +

* Completed term January 31, 2014  
† Began term February 1, 2014  
** Completed term February 28, 2014  
++ Began term May 1, 2014  
^ Completed term June 30, 2014  
^^ Began term July 1, 2014
Exam Development Subcommittee

Melissa Austin
Linda Boronowski*
Heather Boyes**
Heather Burret
Nadine Butzelaar
Eric Delisle*
Michael Ducayen
Kim Durlacher**
Jeb Dykema**
Liza Hart
Kristen La Grand
Zahra Lalani
Angela Louie
Lindsey McMitchell
Ivonne Montgomery
Catherine Patchell
Janice Ritson
Philipp Santiago**
Astrid St. Pierre**
Cara Shorter
Wendy Thompson
Ellie Wray

Exam Technical Panel**

Eric Delisle
Leslie Duran
Sherry Mitchell
Ben Mortenson
Jillian Rihela
Jen Selman
Kathy Williams

Code of Ethics Learning Module – Review Panel**

Karen Barclay
Sandra Bressler
Donna Drynan
Mark Jaschke*
Allison Patterson
Kristine Rasmussen
Helene Theriault

* Completed term this year
** Began term this year

Note: The Client Relations and Quality Assurance Committees are on hiatus while bylaws are reviewed; activities have been integrated into other relevant committees above.