

Transitional Council of the College of Homeopaths of Ontario



Annual Report April 1, 2012 to March 31, 2013

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The Mission of the transitional Council of the College of Homeopaths of Ontario is to protect the public interest through self-regulation of the practice of homeopathic medicine by setting high standards for competency and ethical practice. This is achieved through consultation with stakeholders in accordance with the Regulated Health Professions Act, 1991, and the Homeopathy Act, 2007.

Approved in principle January 22, 2010

Countdown to Proclamation – Year Four

Report from the President and Registrar

The 2012-2013 fiscal year was characterized by significant developments and rapid progress in meeting the transitional Council's mandate and the goal of proclamation at the earliest possible date. The transitional Council made headway on several major projects fundamental to Ontario's regulation of the profession of homeopathy. Most notable among these was the approval into law of the Quality Assurance and Professional Misconduct regulations, as well as significant advancement toward the finalization of the Registration regulation.

Subsequently, the transitional Council devoted much of its time and resources to the development of policies and programs to support the regulations. As you review this report, you will read more about the year's achievements, including development of the individual assessment tools and process and the curriculum assessment tools and process, the jurisprudence program, registration processes, and a comprehensive set of professional practice standards and guidelines.

Resource Management

The year saw the transitional Council gain increased independence with a formalized three-year transfer payment agreement with the Government of Ontario. This important agreement has given stable financial support and confidence to the work of the transitional Council for the period of 2012-2015, following which the College is expected to be fully independent. This step on the road to independence brought with it increased responsibilities in terms of management, financial planning, projection and reporting. As an appendix to this report, the 2012-2013 audited financial statements are attached.



Transitional Council Registrar Basil Ziv and President Jim Dunsdon

Stakeholder Consultation

Moving from an unregulated into a regulatory practice environment represents a fundamental shift in thinking. This is certainly true for the profession of homeopathy. Consultation is key to the shared understanding and successful implementation of the mandate of the transitional Council and the College of Homeopaths of Ontario. Formal and informal consultations were held on virtually every project, with feedback carefully considered and incorporated where appropriate. Volunteer and stakeholder involvement was increased in a number of ways, including the engagement of the Ad Hoc Advisory Panel comprised of representatives from professional associations and academic institutions.

Success is created when transition is manageable and clearly understood. To this end, the projects and processes developed this year contained both an instructional and educational component. Consultations assisted the transitional Council in determining the balance between listening and educating.

The transitional Council called on subject matter experts, academic leaders, professional association leaders, pilot applicants, pilot assessors and other interested individuals to work on the development and extensive testing of the individual assessment tools and process. Their collective input led to a number of changes designed to ease the process while maintaining the integrity of the evaluation tool. The individual assessment tools and process underwent the first pilot test in fall 2012. Feedback from the pilot was

incorporated and steps were taken to fine-tune and streamline the process. A second pilot has been scheduled during the 2013-2014 fiscal period with the intention to begin individual assessment in fall 2013.

Communication was increased over previous years to facilitate an improved flow of information both to and from the transitional Council to create a better understanding of the impact of the regulatory process. Consultation included presentations, distribution of newsletters, emails, stakeholder meetings, presence at the Canadian Homeopathic Conference, and updates to the transitional Council website.

Also key to the progress made this year were numerous stakeholder meetings with representatives of the Ministry of Health and Long-Term Care (MOHLTC), the Ministry of Training, Colleges and Universities, the Office of the Fairness Commissioner of Ontario, the Federation of Health Regulatory Colleges of Ontario, and other health regulatory colleges. These meetings contributed to a better understanding of what regulation will mean to the profession and the individuals within it, and informed the role, responsibilities, and processes of the College itself.

Dedication and Service

The progress noted within this report would not have been possible without the commitment of Council and staff. In the past year, hundreds of hours have been spent in meetings ironing out the many details in the complex and lengthy process of establishing self-regulation.

Thank you to the talented public and professional Council members, legal counsel, and our extremely capable staff who bring a wealth of experience to the table. This team is hard-working and dedicated. Their service is fundamental to our success and sincerely appreciated.

Public Protection

It has been an exciting time for those involved in the regulatory process. We encourage you to review the accomplishments of each committee and panel in the reports contained herein. Each development represents countless hours of deliberation and consideration. There is much work still to be done to bring the final pieces together before proclamation, but 2012-2013 can be considered particularly notable due to the extensive progress made in the development of programs and processes that will define the regulation of homeopathy for years to come.

On behalf of the entire Council, we extend thanks to everyone who has contributed to the work of the transitional Council. Proclamation will bring with it a new era for homeopathy in Ontario, and because of the support we have received, we feel well situated to meet all of the challenges ahead. As always, public protection is at the heart of our mandate, and we take seriously the goal of being transparent, fair, objective, impartial and accountable in everything we do.



Jim Dunsdon, BSc.PHM

President

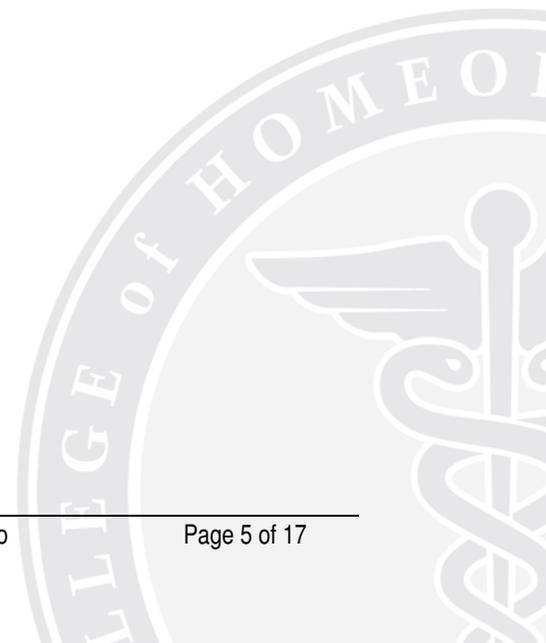


Basil Ziv, B.Com, RSHom (NA), CCH

Registrar



Council Members, May 2012: back row, l to r, Eden Gajraj, Ling Goh, Kelly Warren, Wangari Muriuki, John Curran, John Millar, Bhupinder Sharma, Registrar Basil Ziv; front row, l to r, Luba Plotkina, Vice-President Whitney Collins, President Jim Dunsdon, Margaret Martin, and Ron Harris (Kathy Desjardins not pictured).



Acknowledgements

The transitional Council of the College of Homeopaths of Ontario is extremely grateful to the Ontario Ministry of Health and Long Term-Care (MOHLTC) for supporting this initiative through funding and the sharing of expertise.

The progress made this year would not have been possible without the valuable support and guidance of the Health Professions Regulatory Policy and Program Branch of the MOHLTC and the Minister's office for their desire to protect the public in their health care choices. In particular, we wish to express our sincere appreciation to Suzanne McGurn, Assistant Deputy Minister, Health Human Resources Strategy, and Jeff Goodyear, Director, Health Workforce Policy; the team in the Health Professions Regulatory Policy Branch, especially Marilyn Wang, Tim Blakely, Linda Au, Stephen Cheung, Holly Kerr, Agnes Lee, Melissa Quan, and their support staff. Critical to the development of the Registration regulation and evaluation of both the Individual Assessment and Curriculum Assessment processes were the wisdom, insight and counsel of the staff at the Office of the Fairness Commissioner of Ontario, including Executive Director Nuzhat Jafri and Program Adviser Jessica Walters. Thank you also to the staff and management of HealthForceOntario Marketing and Recruitment Agency with whom we continue to share space on a day-to-day basis.

Regretfully, one professional member—Luba Plotkina—departed from the transitional Council in 2012-2013. The transitional Council is extremely grateful to have had the benefit of her wisdom and thanks her for her contribution and leadership.

Without homeopathic practitioners, schools, associations and patients there would be no profession to regulate or public to protect. Thank you to the individuals and groups who provided their input and feedback into the work of the transitional Council. We are particularly grateful to those who took part in a pilot test of the Individual Assessment tools and process as applicants, assessors and subject matter experts, and those who offered comments during the many consultations undertaken over the last year.

We wish to acknowledge the assistance and encouragement of many other established Ontario regulatory health colleges (especially the College of Dental Hygienists, the College of Denturists, the College of Massage Therapists, the College of Medical Radiation Technologists, the College of Midwives, the College of Nurses, the College of Pharmacists, the College of Physicians and Surgeons, the College of Physiotherapists), the Federation of Health Regulatory Colleges of Ontario, and other governmental departments, divisions and agencies that have assisted the transitional Council during this process.

We thank the other four transitional Councils – Kinesiologists, Naturopaths, Registered Psychotherapists, and Traditional Chinese Medicine Practitioners and Acupuncturists – who have worked collaboratively with us in the realization of our collective mandates and establishment of our individual colleges. The transitional Council is particularly grateful to the College of Kinesiologists and the College of Registered Psychotherapists for their assistance in developing the jurisprudence program. Special thanks to Emily Cheung, Registrar of the College of Traditional Chinese Medicine Practitioners and Acupuncturists for her wisdom and strength and for generously sharing her knowledge with us in the development of a variety of regulatory programs and processes.

We are grateful for the expertise, wisdom, and skill of legal counsel Richard Steinecke who makes the development of regulation and the interpretation of the law both fascinating and understandable. He and his colleagues Rebecca Durcan, Michelle Kushnir and Bernard LeBlanc provided the expertise needed to

master the challenges facing us, as well as the foresight needed to keep us on the right path. Thanks also go to a number of consultants who worked with the transitional Council and staff on specific tasks. Human Resources Strategy Group, Dual Code and Hilborn all helped to ensure that key projects would be completed in a way that incorporated both best practices and resourceful thinking.

Objectives and Objects of the transitional Council

The *Homeopathy Act, 2007*, (“the Act”) allows for the creation of the transitional Council of the College of Homeopaths of Ontario to allow self-regulation of the homeopathy profession within the framework of the *Regulated Health Professions Act, 1991* (RHPA). It has a specific duty to protect the public interest.

The transitional Council is accountable to the Minister of Health and Long-Term Care, and responsible for establishing the College of Homeopaths of Ontario. The transitional Council exercises the powers of a Council of a health regulatory college.

Pursuant to the *Homeopathy Act, 2007*, the transitional Council of the College of Homeopaths of Ontario (transitional Council) is appointed by the Lieutenant Governor in Council in order to accomplish objectives which include:

- a. Developing and establishing the regulatory framework necessary to govern the profession of homeopathy; and
- b. Developing and implementing the necessary infrastructure and business processes to establish the College of Homeopaths of Ontario (College) as a self-sustaining independent organization that can operate effectively as a regulatory authority in Ontario in accordance with applicable legislation.

The transitional Council will complete the following objectives [and activities at a minimum]:

1. Develop, establish and maintain standards of qualification for persons to be issued certificates of registration.
2. Develop, establish and maintain programs and standards of practice to assure the quality of the practice of the profession.
3. Develop, establish and maintain standards of knowledge and skill and programs to promote continuing evaluation, competence and improvement among registrants.
4. Promote and enhance relations between the College and its registrants, other health profession colleges, key stakeholders, and the public.
5. Develop, establish and maintain a corporate governance framework and business infrastructure to support the operations of the transitional Council and the College.

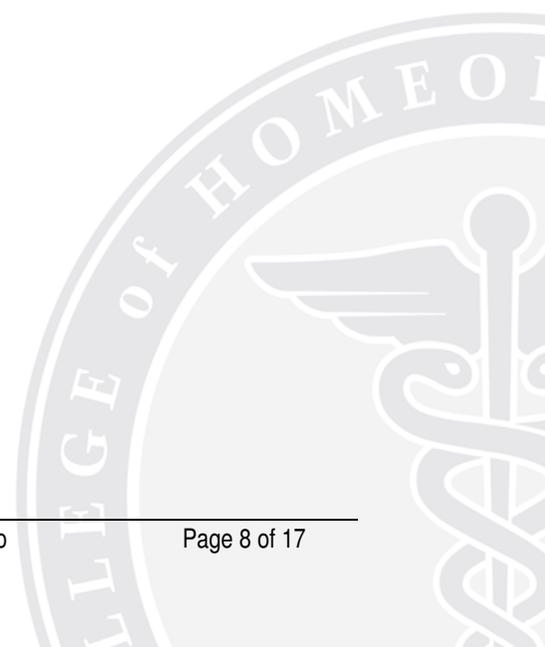
Once the transitional Council completes its work, and the *Homeopathy Act, 2007* is proclaimed, the College will have the tools to fully regulate the practice of homeopathy in the public interest.

Instituted in 2009, the transitional Council has completed a number of deliverables including the development and submission of draft Registration, Professional Misconduct and Quality Assurance regulations, and the establishment of entry-to-practice competencies and performance indicators. In 2012-2013, approval of the Quality Assurance and Professional Misconduct regulations was received, and the Registration regulation was substantially completed.

Currently the transitional Council has a wide variety of projects under development, including a quality assurance program, finalization of the jurisprudence program, and individual and curriculum assessment systems and tools.

At-a-Glance Status Report

Project / Program	Status at April 1, 2012	Status at March 31, 2013
TC-CHO Drafting of Registration Regulation	Complete	Complete
Government Approval of Registration Regulations	In Progress	In Progress
Entry-to-Practice Competency	Complete	Complete
Performance Indicators	Complete	Complete
Prior Learning Assessment Program & Tools for Individual Assessment	In Conceptual Development	In Progress
Curriculum Assessment	In Conceptual Development	In Progress
TC-CHO Drafting of Quality Assurance Regulation	Complete	Complete
Government Approval of Quality Assurance Regulation	In Progress	Complete
Basic Quality Assurance Program	In Conceptual Development	In Conceptual Development
TC-CHO Drafting of Professional Misconduct Regulation	Complete	Complete
Government Approval of Professional Misconduct Regulation	In Progress	Complete
Practice Policies, Standards and Guidelines Development	In Progress	Complete
Circulation of Practice Standards and Guidelines for 60-day consultation	In Progress	In Progress
Inquiries, Complaints, Reports, Discipline and Fitness to Practice Process	In Conceptual Development	In Conceptual Development
Database and Public Register	In Conceptual Development	In Conceptual Development
Jurisprudence Program	In Conceptual Development	In Progress
Communications	Ongoing	Ongoing



Activity Reports

This report details the transitional Council's work during the period from April 1, 2012 to March 31, 2013. During this time period, the transitional Council, strongly supported by its committees and panels, made significant progress in fulfilling its mandate. To follow are reports of accomplishments filed by each committee, working group and panel.

Transitional Council

In accordance with the *Regulated Health Professions Act, 1991*, Health Professions Procedural Code, Schedule 2, Section 4: "The Council shall have a Council that shall be its board of directors and that shall manage and administer its affairs. 1991, c. 18, Sched. 2, s. 4."

The Council is accountable to the Ministry for effective governance in accordance with all applicable legislative requirements.

Functioning as a director of the transitional Council, each Council member has the duty of participating fully in the governance of the transitional Council, which is the self-regulating body for homeopaths in the province of Ontario. In the fulfillment of this role, each Council member has a fiduciary responsibility for the management of the transitional Council's affairs and is responsible for upholding the vision of the transitional Council, contributing to its mission, and acting in accordance with its values.

Members:

- Jim Dunsdon, President (Public)
- Whitney Collins, Vice-President (Professional)
- John Curran (Public)
- Kathy Desjardins (Professional)
- Eden Gajraj (Public)
- Ling Goh (Professional)
- Ron Harris (Professional)
- Margaret Martin (Public)
- John Millar (Professional)
- Wangari Muriuki (Public)
- Luba Plotkina (Professional) [until January 2013]
- Bhupinder Sharma (Professional)
- Kelly Warren (Public)
- Basil Ziv, ex officio (Registrar)

Number of Meetings: 7

Accomplishments of the transitional Council:

- Finalized the move to independent management of the transitional Council and its activities as part of a comprehensive, three-year Transfer Payment Agreement.
- Oversaw the financial and management requirements outlined in the Transfer Payment Agreement, ensuring that new responsibilities spelled out by the Agreement were met.
- Approved budgets, revenue projections, Council priorities documents and workplans, and confirmed timelines for proclamation.
- Received written reports and verbal presentations on the process of required procurements. Approved selection of consultants and non-Council members as required.

- Reviewed, discussed and approved draft Professional Practice Standards and Guidelines for 60-day statutory consultation.
- Gained approval of the Quality Assurance and Professional Misconduct regulations, on January 25, 2013 and October 19, 2012, respectively, from the Government of Ontario. These regulations will not come into force until proclamation, but are available online at the Service Ontario E-Laws website.
- Supported ongoing discussions with the Ministry of Health and Long-Term Care (MOHLTC) on the draft Registration regulations.
- Supported the continued development of a client-centred framework based on competencies and approved the development and testing of a process for Individual Assessment using the *Entry-to-Practice Competency Profile for Homeopaths Practising in Ontario (2012)*.
- Received Chair reports on work progress of committees and panels.
- Approved “Call for Volunteers for non-Council committee members” for subject matter experts, applicants and assessors to pilot test the individual assessment tools and processes, and approved the subsequent appointment of these individuals.

Executive Committee (Statutory)

The Executive Committee acts as a coordinating committee by overseeing all the work of the College by providing direction to the Registrar; represents and exercises the powers of Council as necessary; initiating, reviewing, and approving policies and regulations. The Executive Committee has the power to make decisions on behalf of the Council with respect to matters that require immediate attention. The Council annually elects a President and a Vice-President from among its members. Additionally, Council elects three members-at-large. Together, these five individuals make up the Executive Committee.

The Executive Committee has all the powers of the Council to deal with any matter that, in its opinion, requires immediate attention, other than the power to make, amend or revoke a regulation or bylaw. The Executive Committee is directly accountable to the Council and indirectly accountable to the government, the public, and the profession for the effective governance of the College in accordance with all applicable legislative requirements.

Members: Jim Dunsdon, President (Public)
Whitney Collins, Vice-President (Professional)
Ling Goh (Professional)
Margaret Martin (Public)
Luba Plotkina (Professional) [until January 2013]
Basil Ziv, ex officio (Registrar)

Number of Meetings: 10

Accomplishments of the Executive Committee:

- Acted in an oversight role for the implementation of a plan for the transfer of operations from the MOHLTC and HealthForceOntario to the transitional Council of the College of Homeopaths of Ontario as of April 1, 2012, including negotiations on behalf of Council on the Transfer Payment Agreement with the Government of Ontario, and for the finalization of this Agreement and implementation of related requirements.
- Received and approved government submissions of budgets, revenue projections, Council priority plans, business plans, workplans, and timelines for proclamation.

- Reviewed and moved forward policies for Council on administrative and human resources, regulation processes, and draft professional practice standards and guidelines.
- Reviewed communication pieces for stakeholders.
- Participated in the review and release of procurement documents and processes for projects initiated in 2012-2013. Projects include procurements for: the individual assessment, curriculum assessment, database and auditors.

Registration Committee (Statutory)

The Registration Committee provides direction to the College and the Registrar with regard to the registration process. The Committee develops standards, policies, guidelines, and oversees implementation of the requirements for registration.

During the transitional period, the Registration Committee is also responsible for the study, review and development of policies and protocols pertaining to entry-to-practice registration that are transparent, objective, impartial and fair.

Members: Wangari Muriuki (Public), Chair
Whitney Collins (Professional)
Ling Goh (Professional)
Bhupinder Sharma (Professional)
Kelly Warren (Public)
Basil Ziv, ex officio (Registrar)

Number of Meetings: 5

Accomplishments of the Registration Committee:

- Received and considered feedback from the Regulatory Health Policy Branch of the MOHLTC and the Office of the Fairness Commissioner (OFC), and the Ministry of Training, Colleges and Universities to finalize a variety of issues contained within the draft regulation, leading to finalization of registration requirements.
- Throughout its development, reviewed every stage of the registration process, including fact sheets and policy statements, tools and processes leading to the clear, transparent, objective, impartial and fair.
- Managed the curriculum assessment procurement process.

Individual Assessment Panel (Non-Statutory)

The Individual Assessment Panel is a non-statutory working group struck as defined in the *Bylaws of the College of Homeopaths of Ontario*. The Individual Assessment Panel develops the framework under which the individual assessment tools for entry to practice will be developed. The Individual Assessment Panel is responsible for studying, reviewing and developing policies and protocol pertaining to the development of assessment tools that are transparent, objective, impartial and fair. Assessment of individuals is a requirement of the draft Registration regulation.

Members: Bhupinder Sharma (Professional), Chair (June 2012 -- March 2013)
John Millar (Professional), Chair (April – June 2012)
John Curran (Public)
Eden Gajraj (Public)

Luba Plotkina (Professional)
Kelly Warren (Public)
Basil Ziv, ex officio (Registrar)

Number of Meetings: 15, plus five days' consultation with stakeholders

Reports to: Registration Committee

Accomplishments of the Individual Assessment Panel:

- Oversaw the development of the Individual Assessment tools and process including: overseeing the procurement process, approving and monitoring timeline and project deliverables, consultant selection and the screening process. Created the framework for and developed, with a third-party consultant, the Individual Assessment tools and processes.
- Consulted with the MOHLTC, OFC and Legal Counsel to gain feedback on fairness, objectivity, transparency and impartiality of the tools and processes.
- Monitored and reviewed the individual assessment process and language assessment process, working with the consultant, providing direction and recommending policy.
- Oversaw the first pilot testing and stakeholder consultation of the individual assessment tools and process.
- Recommended to Council a list of individual and group stakeholders, selected using fair and transparent criteria, to participate in the consultation process.

Ad Hoc Advisory Panel (Non-Statutory)

The Ad Hoc Advisory Panel reports to the Registration Committee through the Registrar. The Ad Hoc Advisory Panel is comprised of representatives of professional and academic organizations. Participants are selected by their respective organizations to take part in consultations hosted by the transitional Council on specific topics. The Ad Hoc Advisory Panel plays an important role in providing feedback to the transitional Council on sensitive and important areas within the Council's mandate, particularly those related to entry to practice.

Eden Gajraj (Public), Chair
Basil Ziv, ex officio (Registrar)
Representatives from the following organizations:
Applied Research in Homeopathy Foundation of Canada*
Board of Directors of Drugless Therapy – Naturopathy*
British Institute of Homeopathy*
Canadian College of Homeopathic Medicine*
Canadian Society of Homeopaths
Canadian College of Humanitarian Medicine
Homeopathic Medical Association of Canada*
Homeopathic Medical Council of Canada
National United Professional Association of Trained Homeopaths
North American Society of Homeopaths*
Ontario College of Homeopathic Medicine*
Ontario Homeopathic Association*
School of Homeopathy
(* denotes participation)

Number of Meetings: 5

Reports to: Registration Committee

Accomplishments of the Ad Hoc Advisory Group:

In two multi-day consultation workshops, under the skillful guidance of a third-party consultant, the Panel provided input and feedback on the development of the Individual Assessment tools and process and the Curriculum Assessment tools and process.

Curriculum Assessment Panel

The Curriculum Assessment Panel is tasked with creating the framework under which the curriculum assessment tool(s) and processes will be developed. The Curriculum Assessment Panel is responsible for studying, reviewing and developing policies and protocol pertaining to the development of assessment tools that are transparent, objective, impartial and fair. Assessment of curriculum is a requirement of the draft Registration regulation.

Members: Wangari Muriuki (Public), Chair
Whitney Collins (Professional)
Ling Goh (Professional)
Bhupinder Sharma (Professional)
Kelly Warren (Public)
Basil Ziv, ex officio (Registrar)

Number of Meetings: 8, plus two multi-day stakeholder meetings

Reports to: Registration Committee

Accomplishments of the Curriculum Advisory Panel:

- Received research and literature reviews and conducted risk assessment on the College's role in curriculum assessment.
- Created the framework for and developed, with a third-party consultant, the curriculum assessment mapping tools and processes.
- Consulted with the MOHLTC, OFC and legal counsel to gain feedback on fairness, objectivity, transparency and impartiality of the tools and processes.
- Met with academic stakeholders to assist them in understanding and applying the tools and processes in the mapping of their programs to the transitional Council's *Entry-to-Practice Competency Profile for Homeopaths Practising in Ontario*.

Inquiries, Complaints and Reports Committee (Statutory)

During the transitional period, the Inquiries, Complaints and Reports Committee (ICRC) has been working to develop standards of practice or practice guidelines on specific topics covered by the Professional Misconduct Regulation and/or related sections to support the Quality Assurance regulation submitted to the government.

In preparation for the future work of the ICRC, Disciplines, Fitness to Practice (FTP), and Patient Relations committees, the ICRC will be documenting the processes required for receiving, monitoring and resolving future inquiries, complaints and reports, and disciplines.

Members: Whitney Collins (Professional), Chair (April 2012-February 2013)
Margaret Martin (Public), Chair (February-March 2013)
John Curran (Public)
Kathy Desjardins (Professional)
Bhupinder Sharma (Professional)
Basil Ziv, ex officio (Registrar)

Number of Meetings: 9

Reports to: Council

Accomplishments of the Inquiries, Complaints and Reports Committee

As supporting documents to the regulations, 18 professional practice standards and six guidelines were developed and released for 60-day consultation (March 27-June 16, 2013).

Other Committees

The following committees have been created under the current Corporate Governance Structure; however, they have not undertaken development of their respective programs and processes or were not active during this reporting period. It is anticipated that the work of these committees will begin during the 2013-2014 year in preparation for proclamation.

The **Quality Assurance Committee** will develop standards, policies, guidelines, assessor tools and regulations and oversee implementation of the requirements outlined in the regulation. It will promote continuous evaluation, competence and improvement among registrants.

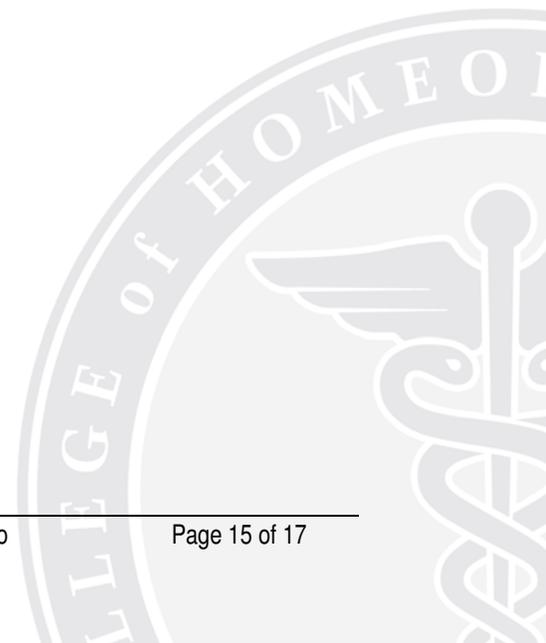
The **Governance Panel** is a non-statutory working group struck as defined in the *Bylaws of the College of Homeopaths of Ontario*. The Governance Panel will monitor the governance policy adopted by Council and develop governance policies and practices to ensure an effective system of governance. The group may be called upon to collaborate on additional functions as identified by Council. It also recommends to Council changes to governance policies and oversees the nominations procedure (By-law 12.03). This includes making recommendations to Council regarding the membership and leadership of the transitional Council committees. In addition, the Governance Panel nominates officers, officials or other people acting on behalf of the transitional Council.

The **Steering Panel** is a non-statutory working group struck as defined in the *Bylaws of the College of Homeopaths of Ontario*. The Steering Panel develops the framework under which the complex projects are managed.

The **Patient Relations Committee** will develop and implement policies and procedures to prevent sexual abuse of clients and to define appropriate professional relations between registrants of the College and their patients.

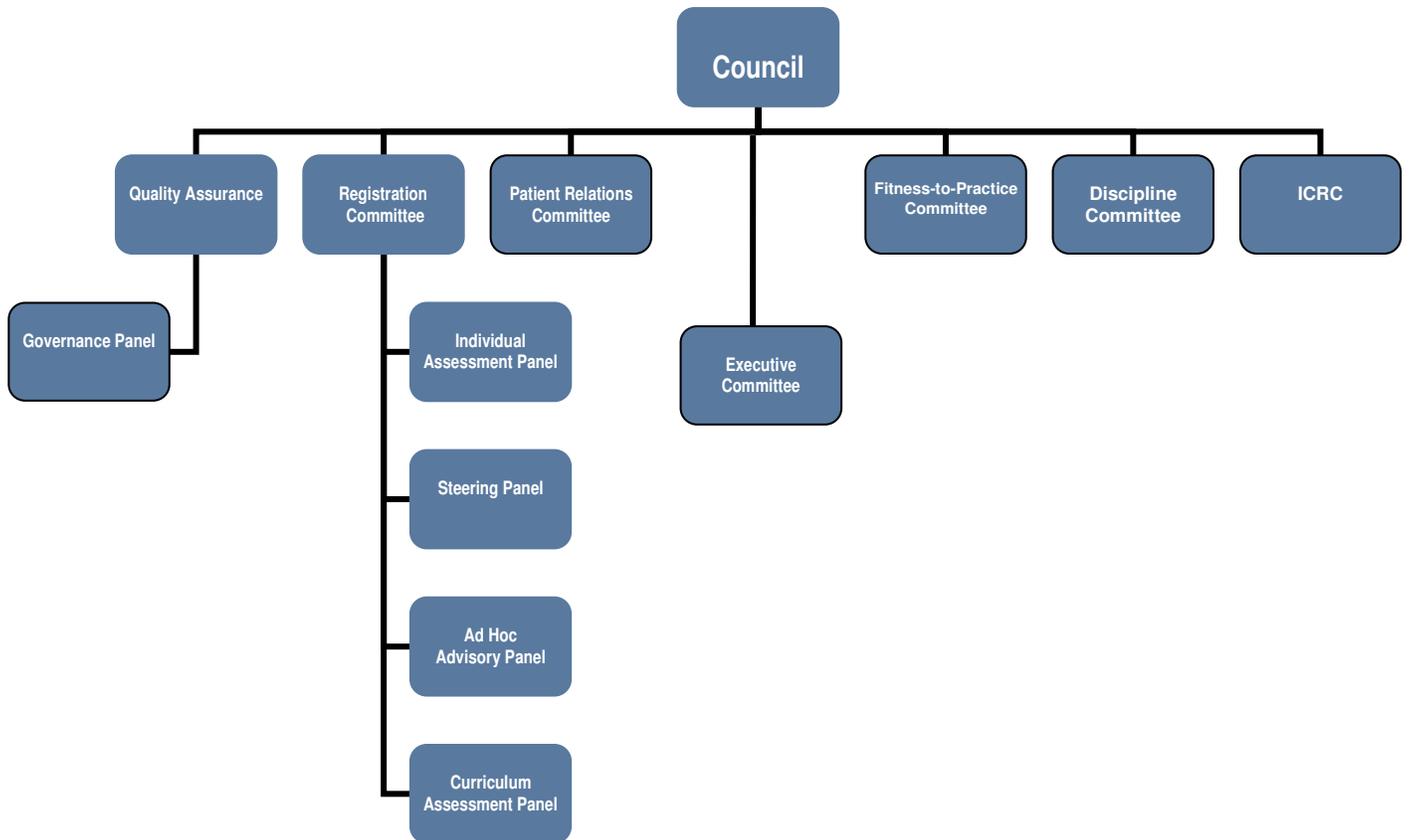
The **Fitness to Practice Committee** is mandated to protect the public from registrants who cannot practice safely or competently because of mental or physical incapacity.

The **Discipline Committee** will conduct hearings to deal with allegations of a registrant's professional misconduct or incompetence upon referral from either the Executive or the Complaints Committee. Hearings will be conducted in accordance with the Regulated Health Professions Act.



Governance Structure
April 1, 2012 to March 31, 2013

In March 2012, the transitional Council approved the following governance structure, establishing statutory committees as required under the *Regulated Health Professions Act, 1991*, and moving from working groups to panels under statutory committees, thereby allowing for the accommodation of non-Council representation.



Transitional Council Staff, 2012-2013

Basil Ziv, Registrar
 Katharine McEachern, Deputy Registrar
 Janet Blanchard, Manager, Professional Development Programs
 Chloé Roussel, Manager, Administration
 Mary Kennedy, Programs Officer, Regulation
 Dee Duhre¹, Communications Officer
 Kathryn Harvey², Communications Officer
 Nancy Huynh, Administrative Assistant

¹ November 2012 – January 2013

² February 2013 onward