

COLLEGE OF  
MIDWIVES  
OF ONTARIO



ORDRE DES  
SAGES-FEMMES  
DE L'ONTARIO

Annual Report  
2008 -2009

## **Vision**

Midwifery care in Ontario is defined and guided by a history of ongoing support for community-based midwives working in partnership with childbearing women. The College envisions a time when every community and every woman in the province has midwifery care as an accessible and viable option for childbearing.

## **Mission**

The College of Midwives of Ontario (CMO) ensures that its members provide competent and ethical care to the clients they serve. The CMO establishes standards that ensure its members are responsive to individual and community needs. The CMO promotes a model of care for the profession that encourages informed choice for the client and participation of women by providing standards and guidelines for the midwives that ensure quality of care and protection of the public. The CMO accomplishes these goals in an atmosphere that is responsive to the public and its members.

## **Mandate**

The mandate of the College is to regulate the profession of midwifery in accordance with the *Regulated Health Professions Act, 1991* (RHPA). The primary responsibility of the College is the protection of the public, specifically the childbearing women and their infants to whom its members provide care.

As the regulatory body for the province's Registered Midwives, the College's main function is to administer the *Midwifery Act* in the public interest. The College was established under the RHPA to:

- Regulate the practice of the profession and to govern the members in accordance with legislation, regulations, and by-laws;
- Develop, establish, and maintain standards of qualification for persons to be issued certificates of registration;
- Develop, establish, and maintain programs and standards of practice to assure the quality of the practice of the profession;
- Develop, establish, and maintain standards of professional ethics for the members;
- Develop, establish, and maintain programs to assist individuals to exercise their rights under this Code and the RHPA;
- Provide protection to the public by regulating the profession.

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## About the College

The College of Midwives of Ontario (CMO) is the regulating or governing organization for the province's 448 Registered Midwives (RMs). Ontario midwives provide primary care to women during pregnancy, labour, and delivery and provide care to mothers and babies during the first six weeks postpartum. Registered Midwives attend births in hospitals or homes according to women's choices and to professional protocols, and are on call and available to their clients 24 hours a day during the course of care.

In 2008/09, midwives provided care to over 13,000 women in Ontario.<sup>1</sup> Of births attended by midwives, 80 percent took place in hospitals and 20 percent took place at home.

With the proclamation of the *Midwifery Act* in 1993, midwifery became a self-regulated health profession in Ontario. The College is responsible for overseeing the standards and practice of the profession in the public interest. According to the legislation, the College's role is to

- develop, establish, and maintain standards of qualification for registered midwives;
- regulate the practice of the profession of midwifery and to govern the members in accordance with legislation and regulation;
- develop, establish, and maintain programs and standards of practice to ensure the quality of, safety of, and access to midwifery;
- develop, establish, and maintain standards of professional ethics for the members; and
- develop, establish, and maintain programs to help midwifery clients to exercise their rights to protection, accountability and quality care.

The affairs of the College are directed by policies established by the council of the College. The council consists of thirteen members: seven professional members elected from the College's membership of Registered Midwives and six public members appointed by Order-in-Council of the Lieutenant Governor of Ontario to represent the public interest.

<sup>1</sup>Ontario Midwifery Program, Ministry of Health and Long-Term Care

## **About the College (cont'd)**

Council committees required by legislation are the following:

- Executive
- Registration
- Quality Assurance
- Fitness to Practise
- Client Relations
- Complaints
- Discipline

The College operates under the principles of accountability, responsiveness, and accessibility. At the core of all College activity is the principle of serving and protecting the public. To do this, the College consults with members to develop standards and policies and works with other health professionals, health regulatory colleges and areas of government that affect the practice of midwifery and the provision of maternity care.

## President and Registrar's Message

Midwifery has now been regulated in Ontario for 15 years. The experience of this period of successful self-regulation affords the College a unique perspective on the profession and where midwifery fits into the changing landscape of maternity care in this province. Changes to the system of care, to maternity care best practices, and to the way in which midwives work have all been considered as the College maintains its efforts to protect the public.

It is from this substantial base of experience that the College undertook a review of the current scope of practice and made a submission to the Health Professions Regulatory Advisory Council (HPRAC) in May of 2008. This submission was in support of HPRAC's preparation to provide recommendations to the Minister of Health and Long-Term Care on facilitating inter-professional care in Ontario, and afforded the College the opportunity to propose much needed changes.

The College believes that changes to the scope of practice are crucial to the sustainability of primary maternity care for this province's women and families. Ontario is in the midst of a maternity care provider shortage. Midwives are dedicated primary maternity care providers and should be relied upon as a significant part of the interprofessional solution to this shortage of resources.

The College proposed changes to the scope of practice that will:

- allow timely, seamless, efficient, and cost effective access to primary maternity care, as close to home as possible;
- reflect current and emerging maternity care best practices;
- allow responsiveness to community needs;
- support members' participation in interprofessional care;
- enable midwives to contribute to solving the maternity care provider shortage;
- support efficient use of the health care system.

While there is much work to be done to realise the above goals, the College is proud of the progress that has been made over the past 12 months. Both council and staff are excited about the opportunities that await us in the coming year and look forward to continuing to work with members, with government and with other maternity care stakeholders to realise the vision of a time when every community and every woman in the province has midwifery care as an accessible and viable option for childbearing.

Mylene Shields, BHSc, RM  
President

Deborah Adams, MA, MHSc, CHE  
Registrar and CEO

## Council Highlights

For the College of Midwives of Ontario, 2008/09 was a year of significant work. The Minister of Health and Long-Term Care asked HPRAC to make recommendations to support interprofessional collaboration between health colleges and “to examine the authority given to non-physician health professions to prescribe and/or use drugs in the course of their practice under the *Regulated Health Professions Act, 1991* (RHPA) and the health profession acts.”

As part of the process of responding to these ministerial requests, HPRAC reviewed the scope of practice for midwives and invited submissions regarding the proposed changes. It also conducted consultation meetings throughout the province and asked the College to complete a questionnaire on non-physician prescribing and administration of drugs under the RHPA.

The College responded and used these opportunities to influence positive change intended to continue the profession’s commitment to client-centred care, increase access to midwifery services, protect the privileges of self-regulation, and promote interprofessional collaboration. HPRAC accepted some, but not all, of the CMO’s recommendations. The CMO continues to advocate for changes that will ensure continued access to safe primary midwifery care, advance the profession, further establish midwives as active participants in the reduction of Ontario’s maternity care crisis, and improve the process for regulatory change to make certain it is able to keep pace with health care advances.

While addressing regulatory functions, College staff and council members also completed the second year of a three-year strategic plan, meeting the majority of the year’s strategic goals. The strategic priorities identified by the College of Midwives of Ontario in the public interest are to

- efficiently and effectively regulate the profession of midwifery in Ontario;
- protect, promote, and advance midwifery; and
- help members meet regulatory requirements.

Guided by those priorities, work continued towards implementing a governance model, executing changes required by the *Health Systems Improvement Act, 2007* (HSIA), responding to regulatory developments, and keeping the public informed.

In addition to the statutory committees required by legislation, the College’s council maintains a number of committees and working groups, including the following:

- Finance
- Event Planning
- Quality Assurance Program Planning
- Elections and Nominations
- Professional Issues
- Risk Management
- Registration Program Planning

The College amended committee work plans to accommodate additional work related to HPRAC submissions.

#### **Governance Model**

As part of its mandate to effectively regulate the profession of midwifery in Ontario, the CMO is implementing a governance model that will support its strategic priorities by increasing efficiency and ensuring transparency. This year, the CMO revised its new governance manual with the assistance of a consultant and conducted new-member orientation based on the policy governance role of council.

#### ***Health Systems Improvement Act, 2007***

On June 4, 2009, amendments to the RHPA came into effect. To meet the new requirements, the CMO undertook the following:

- Reorganization of the statutory committees, creating a single Inquiries, Complaints, and Reports Committee
- Development of a new committee and council evaluation framework
- Review and revision of all statutory committee terms of reference
- Review and revision of College bylaws
- Development of a new website and online database to collect human resources data from members
- Creation of a public register
- Submission of a quality assurance regulation amendment to the Ministry of Health and Long-Term Care

#### **Commemorative Certificates**

In recognition of fifteen years of self-regulation, the CMO created commemorative certificates and sent them to the College's original registrants to acknowledge their contribution as founding members of the College. Fifty-five certificates were presented.

### **Partnerships and Collaboration**

The CMO maintained its established partnerships with the following provincial and national stakeholders in maternity care:

- Association of Ontario Midwives (AOM)
- Canadian Association of Midwives
- Canadian Midwifery Regulators Consortium (CMRC)
- International Midwifery Pre-Registration Program
- Midwifery Education Program
- National Assessment Strategy
- Federation of Health Regulatory Colleges of Ontario
- HealthForceOntario
- Health Professions Regulatory Advisory Council
- Office of the Fairness Commissioner (OFC)

In support of the Ministry of Health and Long-Term Care's priorities and the College's commitment to interprofessional care, the CMO participated as a member of the following:

- HealthForceOntario Exam Orientation Work Group
- E-Prescribing Regulatory Advisory Panel
- Federation of Health Regulatory Colleges of Ontario

### Health Professions Regulatory Advisory Council

The Health Professionals Regulatory Advisory Council advises the Minister on whether to regulate health professions; suggests amendments to the RHPA and related acts; and other matters concerning the quality assurance programs of the colleges. In cooperation with HPRAC, the College

- prepared a submission regarding the scope-of-practice review;
- collaborated with the AOM to prepare a report explaining the rationale behind the proposed changes to the scope of practice;
- collaborated with the AOM to respond to the questionnaire regarding midwives' authority to prescribe and administer drugs;
- participated in province-wide (North Bay, Windsor, Hamilton, Toronto, Ottawa) roundtable meetings to discuss the scope-of-practice submission with stakeholders;
- reviewed HPRAC's report "An Interim Report to the Minister of Health and Long-Term Care on Mechanisms to Facilitate and Support Interprofessional Collaboration among Health Colleges and Health Professionals" and submitted a response to the Minister; and
- reviewed HPRAC's report "Critical Links: Transforming and Supporting Patient Care" and submitted a response to the Minister.

#### Office of the Fairness Commissioner

The Office of the Fairness Commissioner (OFC) works with the regulated professions in Ontario to make sure they have registration practices that are transparent, objective, impartial and fair. In 2008/09, the College

- submitted its first annual registration practices report; and
- reviewed registration practices in preparation for OFC audit.

#### Regulatory Programs Unit

The Ministry's Regulatory Programs Unit develops policy guidelines for regulated health professions and administers the RHPA. The CMO continued to work with the Regulatory Programs Unit on the following regulation amendments that are currently under review:

- Designated Drugs
- Registration
- Professional Misconduct
- Quality Assurance

#### Agreement on Internal Trade

On August 1, 2009, the Agreement on Internal Trade came into effect; it requires barrier-free movement of professionals among provinces and territories. The CMO worked with the CMRC to review what will be required of midwifery to support labour mobility. In preparation, the CMO

- conducted an internal review of registration requirements and practices;
- held teleconferences with counterparts in other regulated provinces/territories with a view to harmonizing requirements; and
- prepared and submitted a proposal seeking an exception that would allow the CMO to maintain its requirements for new-registrants.

#### Health Professions Database

The Health Professions Database (HPD) is an initiative of the Ministry of Health and Long-Term Care through HealthForceOntario. As part of a health human resources strategy, the HPD is intended to collect demographic, geographic, educational, and employment information about the province's regulated health professionals.

As one of nineteen health regulatory colleges of Ontario, the CMO participated in a work group to develop a data set that will inform the HPD and provide standardized information on all the regulated allied health professionals in Ontario.

This work supported the College's upgrades to its own database and data collection for HSIA requirements.

## Statutory Committees

### Executive

#### Members:

<b>Mylene Shields, RM</b>	President	Apr. 2008–Mar. 2009
<b>Andrea Lennox, RM</b>	Vice-President, Professional	Apr. 2008–Mar. 2009
<b>Barbara Herron</b>	Vice-President, Public	Apr. 2008–Mar. 2009
<b>Eleni Palantzas</b>	Member, Public	Apr. 2008–Mar. 2009
<b>Diane Parkin, RM</b>	Member, Professional	Apr. 2008–Mar. 2009

The Executive Committee oversees all the work of the College by providing direction to staff; planning and conducting council meetings; representing and exercising the powers of council as necessary; initiating, reviewing, and developing policies and regulations; and directing the Registrar's investigations. The Executive Committee has the power to make decisions on behalf of the council with respect to matters that require immediate attention.

Working on behalf of Council, the Executive Committee reports the following accomplishments:

- Submitted a scope-of-practice review to the Health Professions Regulatory Advisory Council
- Conducted member surveys as part of the consultation process regarding scope of practice
- Submitted non-physician prescribing and administration of drugs proposal to the Health Professions Regulatory Advisory Council
- Reviewed registration requirements and practices to comply with the Agreement on Internal Trade

- Reviewed and developed amended College bylaws for Council approval
- Oriented new public and professional members
- Issued four Member Communiqué newsletters (Summer, Autumn, Winter, and a special Bylaw edition)
- Continued to work towards meeting the strategic priority of fully implementing a governance model
- Approved the creation of a quality assurance program consultant position
- Submitted quality assurance regulation amendments to the Ministry of Health and Long-Term Care
- Attended a media training workshop conducted for the Registrar, Deputy Registrar, and Executive Committee
- Approved the Registration Committee's revisions to the College's policy on continuing competency in cardiopulmonary resuscitation
- Approved the Registration Committee's revisions to the College's policy on continuing competency in neonatal resuscitation
- Approved the Quality Assurance Committee's revisions to the College's guideline on C-section first assists
- Issued Commemorative Certificates to the College's original registrants
- Modified the College's Core Values into an Expected Behaviours Statement
- Developed a new website and membership database with special project funding

## Registration

### Members:

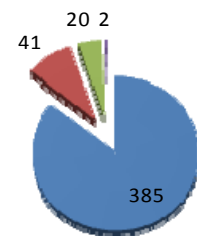
<b>Carron Canning, RM</b>	Chair	Apr. 2008–Mar. 2009
<b>Eleni Palantzas</b>	Co-chair	Apr. 2008–Mar. 2009
<b>Fatima Kapasi</b>	Member	Apr. 2008–Mar. 2009
<b>Andrea Lennox, RM</b>	Member	Apr. 2008–Mar. 2009
<b>Ann Montgomery, RM</b>	Member	Apr. 2008–Sept. 2008
<b>Gemma Salamat</b>	Member	Sept. 2008–Mar. 2009

The Registration Committee provides direction to the College and the Registrar with regard to the registration processes.

### Accomplishments:

- Submitted the Fair Registration Practices Report to the Office of the Fairness Commissioner as required by the *Fair Access to Regulated Professions Act, 2006*
- Trained committee members and staff on registration procedures as required by the *Fair Access to Regulated Professions Act, 2006*
- Assisted with the review of the Agreement on Internal Trade/Labour Mobility legislation requiring barrier-free movement of professionals among provinces and territories
- Revised the cardiopulmonary resuscitation and neonatal resuscitation program certification policy revisions
- Contributed to the College's bylaw updates
- Recommended a new fee instalment plan to council, including a cost-effective alternative payment option for registration renewals

**Membership Summary as of  
March 31, 2009**



- Active Members
- On Leave Members
- Reduced Members
- Suspended Members

**Total: 448**

## Membership Summary as of March 31, 2009

Of the 385 active members, fifty-two were new registrants. Thirty-eight of these new registrants graduated from the Midwifery Education Program, thirteen graduated from the International Midwifery Pre-registration Program, and one was registered through reciprocity.

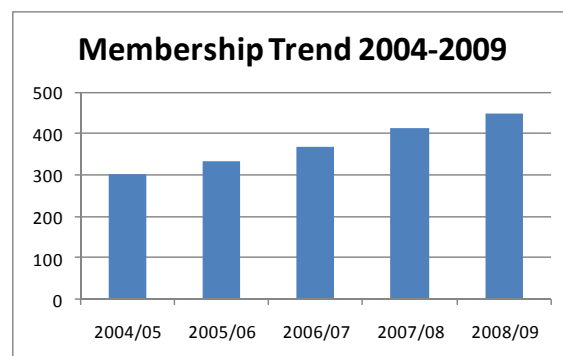
To maintain registration in good standing, Ontario midwives must comply with policies, standards, and active practice guidelines set by the College. If a member does not meet the requirements the Registrar refers the matter to the Registration Committee for review.

In fiscal 2008/09, six registration panels were held. These panels addressed issues related to active practice requirements, registration, and re-registration.

## Quality Assurance

### Members:

<b>Andrea Lennox, RM</b>	Chair	Apr. 2008–Mar. 2009
<b>Barbara Herron</b>	Member	Apr. 2008–Mar. 2009
<b>Tia Sarkar, RM</b>	Member	Apr. 2008–Mar. 2009
<b>Mylene Shields, RM</b>	Member	Apr. 2008–Mar. 2009
<b>Samantha Heiydt</b>	Member	Dec. 2008–Mar. 2009



The Quality Assurance Committee develops standards, policies, guidelines, and regulations for the CMO.

### Accomplishments:

- Completed work on the disclosure of harm policy
- Completed work on the smoke-free workplace guideline
- Drafted the guideline on electronic conversion and storage of client health records
- Completed work on the C-section first assists policy

## **Fitness to Practise**

### Members:

<b>Diane Parkin, RM</b>	Chair	Apr. 2008–Mar. 2009
<b>Barbara Herron</b>	Member	Apr. 2008–Mar. 2009
<b>Fatima Kapasi</b>	Member	Apr. 2008–Mar. 2009
<b>Tia Sarkar, RM</b>	Member	Apr. 2008–Mar. 2009
<b>Gemma Salamat</b>	Member	Apr. 2008–Mar. 2009

The Fitness to Practise Committee is mandated to protect the public from members who cannot practise safely or competently because of mental or physical incapacity.

There were no Fitness to Practise Committee proceedings this year.

## **Client Relations**

### Members:

<b>Diane Parkin, RM</b>	Chair	Apr. 2008–Mar. 2009
<b>Samantha Heiydt</b>	Member	Apr. 2008–Mar. 2009
<b>Alison Lavery, RM</b>	Member	Apr. 2008–Sept. 2008
<b>Tia Sarkar, RM</b>	Member	Apr. 2008–Mar. 2009
<b>Joan A. Pajunen</b>	Member	Apr. 2008–Mar. 2009
<b>Eleni Palantzas</b>	Member	Apr. 2008–Mar. 2009

The Client Relations Committee develops and implements policies and procedures to prevent sexual abuse of clients and to define appropriate professional relations between the members of the College and their clients.

There has never been an allegation of sexual abuse made against a College member.

## **Complaints**

### Members:

<b>Carron Canning, RM</b>	Chair	Apr. 2008–Mar. 2009
<b>Ann Montgomery, RM</b>	Co-chair	Apr. 2008–Mar. 2009
<b>Barbara-Ann Borland, RM</b>	Member	Sept. 2008–Mar. 2009
<b>Samantha Heiydt</b>	Member	Apr. 2008–Mar. 2009
<b>Alison Lavery, RM</b>	Member	Apr. 2008–Sept. 2008
<b>Joan A. Pajunen</b>	Member	Apr. 2008–Mar. 2009

The Complaints Committee investigates public complaints and information the College receives through reports to determine whether there is any evidence of professional misconduct, incompetence, or incapacity. Based on this information, the Committee determines whether a hearing is required or whether some other action would better serve the public interest.

Accomplishments:

- Wrote the statement Approach to Student Witness in Complaint and Discipline Process
- Completed all preparation work for the transition to the Inquiries, Complaints, and Reports Committee on June 4, 2009
- Made recommendations on policy decisions regarding Inquiries, Complaints and Reports Committee (ICRC)
- Developed Inquiries, Complaints and Reports Committee Procedures Manual and appendices
- Revised committee terms of reference
- Reviewed committee composition
- Prepared necessary documentation, e.g., complainant notifications
- Reviewed all cases to determine how to move forward within the new ICRC structure
- Communicated with complainants and all members regarding upcoming transition
- Participated in education sessions related to the transition

Summary of Complaints:

- Twenty-three cases were brought forward from fiscal 2008
- Five new complaint cases opened in fiscal 2009
- Thirteen cases were completed in fiscal 2009, eleven from previous fiscal years, two from the current fiscal year

Fifteen cases are being carried forward to fiscal 2010; eight of those are at the monitoring stage, three are before the Health Professions Appeal and Review Board, and four are in the process of being investigated

## **Discipline**

Members:

<b>Diane Parkin, RM</b>	Chair	Apr. 2008–Mar. 2009
<b>Barbara Herron</b>	Member	Apr. 2008–Mar. 2009
<b>Fatima Kapasi</b>	Member	Apr. 2008–Mar. 2009
<b>Tia Sarkar, RM</b>	Member	Apr. 2008–Mar. 2009
<b>Gemma Salamat</b>	Member	Apr. 2008–Mar. 2009

The Discipline Committee conducts hearings to deal with allegations of a member's professional misconduct or incompetence upon referral from either the Executive Committee or the Complaints Committee. Hearings are conducted in accordance with the RHPA.

Accomplishments:

- Worked on Discipline Hearing Handbook
- Developed the CMO's pre-hearing conference rules

Summary of Discipline/Incapacity Cases for Fiscal 2009:

- There were no new discipline panels in fiscal 2009

## **Financial Statements**

The College of Midwives of Ontario wishes to acknowledge the funding provided by the Ministry of Health and Long-Term Care. The financial support from the Ministry is essential in enabling the College to fulfill its responsibilities while it continues to develop and grow as a regulatory body.



**Hilborn Ellis Grant LLP**  
Chartered Accountants

### **Auditors' Report on Condensed Financial Statements**

To the Council of the  
**College of Midwives of Ontario**

The accompanying condensed statement of financial position and statement of operations are derived from the complete financial statements of the **College of Midwives of Ontario** as at March 31, 2009 and for the year then ended on which we expressed an opinion without reservation in our report dated June 18, 2009. The fair summarization of the complete financial statements is the responsibility of the College's management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the condensed financial statements.

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

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

*Hilborn Ellis Grant LLP*

Toronto, Ontario  
June 18, 2009

Chartered Accountants  
Licensed Public Accountants

**COLLEGE OF MIDWIVES OF ONTARIO**

**Condensed Statement of Financial Position**

March 31, 2009	2009	2008
	\$	\$
<b>ASSETS</b>		
Current assets	781,192	490,271
Capital assets	41,987	30,016
	<u>823,179</u>	<u>520,287</u>
<b>LIABILITIES</b>		
Current liabilities	<u>756,791</u>	<u>465,870</u>
<b>NET ASSETS</b>		
Net assets invested in capital assets	41,987	30,016
Internal restriction	10,000	10,000
Unrestricted net assets	14,401	14,401
	<u>66,388</u>	<u>54,417</u>
	<u>823,179</u>	<u>520,287</u>

**COLLEGE OF MIDWIVES OF ONTARIO**

**Condensed Statement of Operations**

Year ended March 31, 2009	2009	2008
	\$	\$
<b>Revenues</b>		
Government grant	303,490	397,072
Membership fees	641,172	586,344
Communications	8,100	7,762
Administration fees	24,772	20,627
Interest income	556	7,005
Other income	5,022	7,250
	<u>983,112</u>	<u>1,026,060</u>
<b>Expenses</b>		
Salaries and benefits	525,859	495,921
Consulting fees	33,184	56,304
Council and committees	63,744	64,632
Insurance	9,923	10,000
Telephone	13,850	11,492
Office and general	78,680	91,916
Rent and utilities	-	-
Communication	24,906	15,456
Amortization	12,008	10,108
Quality Assurance Program	23,156	25,949
Investigations and hearings	87,521	135,008
Federation of Health Regulatory Colleges of Ontario	8,934	5,992
Canadian Midwifery Regulators Consortium	13,444	15,848
Canadian Midwifery Registration Exam	4,884	21,700
Information technology	30,258	-
Database review	10,459	-
Health System Improvements Act	26,874	-
HPRAC review	3,457	-
Member Outreach Forums	-	11,976
Strategic planning	-	6,286
Short-term occupancy	-	48,427
	<u>971,141</u>	<u>1,027,015</u>
Excess of revenues over expenses (expenses over revenues) for year	<u>11,971</u>	<u>(955)</u>

Complete audited financial statements available upon request from the office of the Registrar.

## **Council Members**

### Professional Members

Mylene Shields	President	Sept. 2003–Sept. 2010
Andrea Lennox	Vice-President, Professional	Sept. 2005–Sept. 2011
Carron Canning	Member	Sept. 2001–Sept. 2010
Ann Montgomery	Member	Sept. 2006–Sept. 2012
Diane Parkin	Member	Sept. 2003–Sept. 2009
Tia Sarkar	Member	Sept. 2008–Sept. 2011
Barbara-Ann Borland	Member	Sept. 2008–Sept. 2012

### Council Terms

### Public Members

Barbara Herron	Vice-President, Public	Apr. 2002–Apr. 2009
Samantha Heiydt	Member	June 2006–June 2012
Fatima Kapasi	Member	Apr. 2003–Apr. 2009
Gemma Salamat	Member	May 2008–May 2011
Joan A. Pajunen	Member	May 2007–May 2010
Eleni Palantzas	Member	Apr. 2002–Aug. 2011

### College Staff

Deborah Adams	Registrar/ Chief Executive Officer
Robin Kilpatrick	Deputy Registrar
Julie Kivinen	Policy Analyst
Gina Dawe	Registration Administrator
Monica Zeballos-Quiben	Executive Assistant
Upasana Sharma	Investigations, Hearings, and Quality Assurance Coordinator
Emily Larimer	Bookkeeper
Dianne Gardner	Main Reception/Secretary
Amy Fournier	Administrative Assistant

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