The College is pleased to introduce the four Council members elected during this year’s Annual General Meeting:

Introducing your newly elected Council members.

1. **Erica Bowen** - has practiced public practice pediatrics since 1984 in her native England and in Grand Prairie, Alberta. Still in pediatrics, Erica now works in both public and private practice settings. She currently works part-time in a private multi-disciplinary pediatric clinic and part-time with Alberta Health Services.

One new strategic priority is the promotion of physiotherapy and physiotherapists. We have implemented a number of activities to support this priority including retaining marketing experts to help develop a marketing plan. See page 5 for an update on recent activities and stay tuned for further details.

In closing, I’m glad to see members keen to serve the profession as evidenced by a record number of nominees for election. Thanks for getting involved and congratulations to those elected.

Simon Cooke, President
College of Physical Therapists of Alberta

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**PASSING THE TORCH**

*By the time this newsletter reaches you, there will be a new Council elected and a new chapter in the College and Association’s history will have begun.*

For the past five years it has been a pleasure to serve on Council, to learn from colleagues, staff and the many stakeholders I have had the privilege of working with.

In my final president’s message I’d like to reiterate the Registrar’s recent e-message. As Dianne mentioned, we are well on the way to operationalising our new strategic plan. While our public protection focus remains paramount, our support for the profession will continue to drive member services. Our new vision reflects what we consistently strive to achieve—excellence in regulating and advancing innovative, quality physiotherapy practice for Albertans.

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In closing, I’m glad to see members keen to serve the profession as evidenced by a record number of nominees for election. Thanks for getting involved and congratulations to those elected.

Simon Cooke, President
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**COUNCIL ELECTION 2010**

*Introducing your newly elected Council members.*

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1. **Erica Bowen** - has practiced public practice pediatrics since 1984 in her native England and in Grand Prairie, Alberta. Still in pediatrics, Erica now works in both public and private practice settings. She currently works part-time in a private multi-disciplinary pediatric clinic and part-time with Alberta Health Services.

Erica has served three previous Council terms, twice as vice-president.

2. **Gwen Harris** - has held various roles (frontline clinician, clinical team leader, program facilitator, and manager of a multi-disciplinary department) in both rural and urban acute care facilities in Alberta and Ontario. Gwen previously served on Council from 2006-2008.
COUNCIL NEWS

Key highlights, discussions and decisions from Council’s May 2010 meeting.

FINANCE
Council received the final audited statements for 2008-2009 and approved two new financial policies:

1. Reserve fund policy describing the purpose and allocation of funds to/from the restricted and unrestricted reserve funds.

2. Sponsorship/donations policy that establishes clear guidelines by which the College determines corporate sponsorship and donations.

STRATEGIC PLAN
The vision statement ‘Excellence in regulating and advancing innovative, quality physiotherapy practice for Albertans’ was approved.

REGISTRAR’S REPORT
Registrar Dianne Millette provided the following updates:

- Jurisprudence Education Module - is now available and being pilot tested by 200 members (including physiotherapists on Council and staff) from May through October 2010.

- Therapy Assistants Association of Alberta (TAAA) - Discussions are ongoing between TAAA and the registrars of rehabilitation Colleges as TAAA considers its organization’s future and possible forms of regulation.

- Alberta Primary Care Initiative - Senior staff met with the Program Director of Alberta’s Primary Care Initiative to learn more about the current primary care environment.

- College’s Centenary PhD Scholarship - Congratulations to Maxi Miciak of Edmonton, recipient of the College’s 2010 scholarship.

- Inter-professional Health Collaborative for Alberta (IHCA) - the Registrar attended IHCA’s inaugural meeting. The IHCA’s, an advisory committee of Alberta Health and Wellness and Alberta Advanced Education, goal is to develop an inter-professional education and practice framework for Alberta.

COUNCIL ELECTIONS
Council approved Nancy Jette Chisholm as the 2010 Council election returning officer.

STANDARDS, POLICY AND PROGRAMS

- Standards of Practice/Code of Ethics – Council reviewed member feedback on the draft Standards of Practice and Code of Ethics. Council approved the draft standards with minor edits and will review the Code of Ethics further.

- Corporation bylaws - Council reviewed and approved bylaws respecting the registration of physiotherapy corporations. The bylaws include: information to be collected, application requirements, permit requirements, expiration and cancellation of permits.

- Competence program - Council approved a revised portfolio for implementation under HPA and directed staff to develop an audit process for Council review.

AWARDS
A Council working group reported on proposed changes to the awards programs historically offered by both the College and Alberta Physiotherapy Association. After considering several recommendations, Council directed the group to consider award issues further for discussion later this year.
NOTEWORTHY

JURISPRUDENCE EDUCATION MODULE

The College’s jurisprudence program pilot is up and running. Two hundred physiotherapists were invited to participate, many of whom have already begun the module or have successfully completed it.

SOME COMPLETION TIPS

For those completing the module, take your time and don’t rush through it. Experience shows rushing through can lead to unsuccessful completion. Also, take time to find and review College resources before submitting your final answers. Resources are available on the College website. While it generally takes one to two hours to complete, you can enter and exit the module as many times as you like before submitting your answers.

If unsuccessful, you have one additional attempt to successfully complete the module within six months. Your login information will remain the same.

VOLUNTEER FOR MODULE

If you are not currently completing the module but would like to, please contact Erin Howes, Registration Coordinator at 780.702.5550, 1.800.291.2782 or ehowes@cpta.ab.ca.

ARCC’S 8TH ANNUAL AWARDS DINNER

This year’s Alberta Rehabilitation Coordinating Council (ARCC) awards celebration and dinner will be held in Camrose on September 24. The evening honours and celebrates those who have provided exemplary service in their respective rehabilitation field i.e., physiotherapy, speech-language pathology, audiology, occupational therapy, and rehabilitation assistants.

NOMINATIONS AND TICKETS

If you know a physiotherapist who provides exemplary service, recognize them by nominating them for an ARCC award. Nomination forms and a link to online ticket purchase are available at www.uofaweb.ualberta.ca/rehabmed/arcc_awards_dinner.cf.

2010 ARCC AWARDS DINNER DETAILS:

Date: Friday, September 24, 2010
Location: Norsemen Inn - Camrose, Alberta
Time: Reception at 6:00 pm, dinner at 7:00 pm

MEMBER SERVICES

DID YOU KNOW?

Information, resources and services available via member services.

More and more physiotherapists are using the member service side of the College website. Aside from your important member profile, there is lots of information and many resources available so we encourage members to visit often to check for updates and new postings. Go to www.cpta.ab.ca and select member login. Then use your College user name and password to login.

DID YOU KNOW:

• There are 51 events or courses listed. Check back often. New postings are added regularly.
• You can access 14 licensed literature data bases, four free databases and a variety of help resources.
• Since January 2010, more than 250 members have accessed the licensed databases resulting in over 2000 searches, 522 full text articles and 640 abstracts.
• The member dialogue section includes comments/questions about the Standards of Practice and Code of Ethics.
• TD Insurance Meloche Monnex offers special rates on group home and auto insurance to physiotherapists. Currently over 275 physiotherapists hold over 525 policies under this program.
• You can update your member profile at anytime. The College’s register is updated in real time.

The College will continue to develop/expand the member services section so send us your feedback and help make this section truly valuable.
**BUSINESS ARRANGEMENTS**

*The rules and regulations regarding physiotherapist business arrangements.*

While the Alberta Physical Therapy Profession Act, General Regulation has no restrictions on where physiotherapists can provide services it does have rules around the business arrangements that physiotherapists can enter into.

These rules are:

1. Physiotherapists can provide services as an employee of:
   a. another member of the College;
   b. a partnership, where at least 75% of owners and directors are members of the College;
   c. a physical therapy corporation;
   d. a government institution, agency, nursing home, hospital, or health authority;
   e. an approved employer of the College.

2. Physiotherapists must provide services as a self-employed individual if the organization/facility is not one listed in 1(a)–(e) above or at any time self-employment is desirable.

For example, a physiotherapist wishing to practice in another health provider’s facility can do so as a self-employed individual by contracting their services or the health provider can apply to be a College-approved employer in order to employ the physiotherapist directly.

Further business arrangement information, including:

- registering a physiotherapy corporation or
- becoming an approved employer

is available in the business arrangements section of the College website. If you are unsure if your employment arrangements meet the above legislative requirements, please contact Erin Howes, Registration Coordinator at 780.702.5550 or ehowes@cpta.ab.ca.

**MARKETING AND PROFILING THE PROFESSION**

*Member update on recent activities.*

As communicated previously, our new strategic plan includes positioning the profession through branding, marketing, public relations and other activities. In the past few months, we have been busy laying the groundwork required to implement this strategic priority including:

- **Branding** - A new logo and look is being developed to better reflect our organization’s new name and mandate and to support the profession’s new marketing program. Proposed logos and taglines are currently being analyzed.

- **Marketing program** - The program will be multi-layered and integrated and will involve consumer marketing and other key stakeholder marketing activities. We will also support and reinforce our marketing efforts with advocacy (targeting access and funding issues) and research promotion activities. Building on the APA’s public awareness program, our program will aim to move consumers from awareness to action. Research shows physicians and most Albertans are aware of physiotherapy. We want to leverage that awareness, make physiotherapy a “top-of-mind” option.

One of our first activities, additional research to complement existing APA and CPA research, was recently completed. We conducted consumer, physician and member focus groups to better understand what motivates/prevents Albertans from seeking physiotherapy or physicians recommending it to patients. We also wanted to hear members’ perspective on marketing the profession. Research results will influence our next step—developing a marketing plan and strategy.

- **Recent marketing activities** - While our marketing plan and strategy is still in development, the College acted on a number of opportunities to profile the profession. These include:
A multi-layered and integrated program involving consumer marketing along with other stakeholder marketing and educational activities. The goal—to leverage consumers’ general awareness of physiotherapy and move the awareness to action.

- **IMPACT magazine advertorial** – half ad/half editorial in the May/June issue of IMPACT magazine. The topic, physiotherapy is very effective for women’s health (specifically incontinence), is highly targeted and not something that would be communicated in a mass market campaign. The topic was chosen based on reader demographics and the issue’s focus on women’s health. The advertorial was developed in collaboration with Dianna MacDonald (an Edmonton physiotherapist who practices in women’s health).

- **National Physiotherapy Month** - An ad was placed in several provincial publications to highlight the profession. The ad, titled physiotherapy - for more than just sports injuries, was designed to communicate that physiotherapy treats and is very effective for more than just sports, work and car injuries. The ad copy highlighted other conditions that physiotherapists treat, stated that physiotherapy works - try it, and directed readers to visit the College’s website.

- **Alberta Medical Association’s Doctors’ Digest response** - In collaboration with Sarah Kerslake (a Canmore physiotherapist practicing in bariatric rehabilitation), we submitted a response to an ‘Obesity in Canada’ article in the Alberta Medical Association’s Doctors’ Digest.

5. **Grant Irwin** - has practiced physiotherapy for 31 years in many areas including acute care, private practice, home and long-term care. He presently works in private practice (part owner) and on contract in long-term care. Grant has been involved with both the College and APA, and from 2001-2009 held many positions with the latter including board member, president and past-president.

4. **Nancy Little** - has been a physiotherapist for over 50 years in both private and public rural and urban environments. Nancy previously served as an APA board member for six years (three of those as president) and also served as an ex-officio member of the College’s Council for the past year.

**AWARDS AND RECOGNITION**

**College volunteer appreciation and winners of the Pinnacle Award and TD Insurance Meloche Monnex Scholarship.**

- **College Council member recognition:**
  - Karin Eldred 2005-2010
  - Mara Shular 2008-2010
  - Harry Davis, public member 2005-2010

- **College committee member recognition:**
  - Berni Martin, competence 2002-2010
  - Barbara Byrne, competence 2002-2010
  - Elizabeth Good, competence 2002-2010
  - Gwen Harris, standards review 2008-2010
  - Gaye Sydehham, standards review 2008-2010
  - Sarah Kerslake, Council recruitment and retention 2010
  - Johanna Kwakernaak, discipline 1993-2010
  - Alison Thornton, Council student representative 2008-2009

- **College Pinnacle Award** - Heather Toporowski

- **TD Insurance Meloche Monnex Scholarship** - Miles Morgan
Welcome Iain Muir

Physiotherapist and the College’s new Director of Professional Practice. Iain’s diverse background includes being an Assistant Professor with the University of Alberta’s Department of Physical Therapy, acting as a Health Care Consultant with WCB and several clinical roles in Canada and Scotland. Hear his vision for the College’s expansion of professional practice and member services.

What is your background and experience?

It’s very diverse—I completed my degree and practiced in Scotland before immigrating to Canada in 1990. In Ontario, I continued my practice in orthopedics and occupational health and completed my MScPT and Mechanical Diagnosis and Therapy diploma. In 1998, I accepted a clinical lead role with the WCB’s Millard Centre in Edmonton. I then did some consultation work with Victorian WorkCover in Australia, Alberta employers and Auto Insurance Companies. By 2002, I was back with WCB managing healthcare contracts. Making a complete change in 2006, I took a clinical faculty position, with the University of Alberta’s Department of Physical Therapy where I remained until joining the College this year.

Why did you join the College in the role of Director, Professional Practice?

Good question. I have many reasons both professional and personal but can’t explain it better than it just felt like the right thing to do. More specifically, the new College and Association struck me as an organization that is progressive and forward thinking. One I believe will ultimately become a leader within our profession. Aside from feeling confident in the College and Association’s new direction, I felt it was the right time to stop advising and start serving the profession.

What excites you most about the role?

The role is new, a blank slate, which is exciting but scary at the same time. On the association side, there is a lot to do around advocacy, access and funding and professional development. On the regulatory side, we’ll soon be under HPA with the many implications of being proclaimed. I find change exciting because it gives the profession an opportunity to create something different from the status quo.

What’s your vision for this area/position?

Seeing physiotherapists become the recognized professional of choice for issues impacting Albertan’s mobility and function. Most members I speak to, be they public or private, want to feel valued and respected. All College and Association activities should work towards and support that vision. Ultimately, I’d like to see physiotherapy’s value reflected in the actions and perceptions of the public, employers, funders, and other healthcare professionals.

How will the Professional Practice area support practicing physiotherapists?

As mentioned earlier, there is much work required around advocacy, access and funding and professional development. Council has set the strategic direction around these issues and it’s my job to operationalise those strategies. This summer, I plan to develop some specific strategies which we’ll communicate to the members in the fall. I’d like to think my previous experience gives me some insight into funding and access issues, and how to build quality educational programs to support professional development.

What key challenges and needs do you see in the professional practice area?

One key challenge, is getting members excited about and involved in the College and Association and feeling that their membership provides value. If we can show physiotherapists (public and private) it’s worth their time, energy and money to support College and Association initiatives, this will help drive the profession forward.

What opportunities/challenges do you see facing the profession?

Physiotherapy access and funding will be increasingly stretched as acute care consumes more dollars. Physiotherapy delivery in the public system will change as services shift increasingly to the private sector. I believe our traditional public system roles will be challenged. As resources become scarcer we’ll have to be more savvy and vocal in demonstrating our value. We’ll need to be creative, innovative and proactive about how we can fit into emerging delivery models like primary care networks, expanded role practitioners and program-based models. Physiotherapists will be challenged to deliver outcomes and demonstrate service value and efficacy. We will then be judged on achieving these outcomes.
PRACTICE ADVICE QUESTIONS & ANSWERS (Q&As)

Applying legislation, standards, policies, and guidelines to real-life practice and promoting prudent, professional quality practice.

This column profiles some of the many member questions we receive. Featuring some of the most frequently asked questions in College Callings, enables all members to benefit from the practice advice and information given.

**QUESTION**
I left a physiotherapy clinic on bad terms, communication with my past employer has been strained at best and I was told I was not welcome back on the premises. Last week I learned that a lawyer had requested a medical-legal report from me several months ago and the employer did not contact me or provide the lawyer with information on my whereabouts. So, this was the first I had heard of this request. When leaving a practice, what are my obligations for ensuring requests for medical-legal reports are handled appropriately?

**ANSWER**
When a physiotherapist relocates, they are expected to work with the previous employer to ensure there is continuity of care. When requested, it is a physiotherapist’s obligation to provide a medical-legal report or any other report to a third party in a reasonable time period. Therefore, regardless of any animosity that may exist when one relocates, the physiotherapist leaving the practice should ensure there is an understanding regarding how requests for third-party reports will be handled. Here are some key points to consider in these discussions:

1. Determine the clinic’s role and timing in informing the lawyer on the whereabouts of the relocated therapist. Options generally involve:
   a. redirecting the lawyer to the physiotherapist at their new work location,
   b. redirecting the lawyer to the College for information on the relocated physiotherapist,
   c. the clinic informing the physiotherapist who may then contact the lawyer.

2. Medical-legal reports prepared by the clinic owner may contain factual information or copies of the chart but they are not to provide an opinion on behalf of the physiotherapist. While this is generally understood by our profession, the relocating physiotherapist is wise to remind clinic owners (those who are physiotherapists and those who are not) of this.

3. Decide in advance if you will be providing the report on behalf of the clinic and agree on the reimbursement schemes for such work.

Physiotherapists are encouraged to discuss issues around relocation at congenial times (e.g., like the outset of employment) instead of leaving it to a point when there can be conflict. College documents on this topic include the position statement Medical-Legal Reports, the practice guidelines Leaving/Relocating a Practice, Third Party Requests and the article on restrictive covenants in College Callings fall 2009 issue.

**QUESTION**
Under the Health Information Act (HIA) there is a fee schedule prescribing the maximum amount that can be charged for photocopying a patient file. Are physiotherapists bound by these fees if the request comes from a law firm as part of a motor vehicle accident litigation process on behalf of a patient?

**ANSWER**
The HIA applies to custodians or affiliates who deliver publicly funded services. So, if you had a community rehabilitation program contract and this patient received physiotherapy treatments funded under this contract, the HIA might apply. The Personal Information Protection Act (PIPA) has no prescribed fees and generally applies to privately funded (self and insurer funded) physiotherapy services. In this case, as the service was privately funded from a motor vehicle insurer, the HIA fee schedule does not apply. College documents dealing with this topic are Third Party Requests Practice Guideline and Guide to Privacy (both available at www.cpta.ab.ca). The HIA and its associated regulation are available from Alberta’s Queen’s Printer at www.qp.alberta.ca.
GOOD PRACTICE

Is this your definition of good physiotherapy practice?

This column is designed to raise member awareness, enhance member support, encourage member discussion, provide general advice and considerations on the topics/scenarios presented, and promote prudent, professional, quality practice.

Topics and scenarios presented will represent:

- Situations you could experience in practice.
- ‘Real-life’ inquiries received by the College.
- Situations that shape and influence stakeholder opinion/perceptions of physiotherapy.

If you have a comment about this column, a response to a topic or scenario presented, or an idea for future topics please contact us at info@cpta.ab.ca.

SCENARIOS

- **SCENARIO 1 - SHOULDER PAIN**
  A patient presents for shoulder pain assessment and treatment. You determine the best treatment would be an exercise program for strengthening scapulothoracic muscles. The patient reports that she does not have time to exercise and requests ultrasound, a treatment she previously had. Despite your best judgement, you provide an ultrasound and hot packs and encourage a home exercise program. After five treatments, you overhear the patient tell the receptionist she will not re-book because physiotherapy is not working.

- **SCENARIO 2 - PATIENT RE-ASSESSMENT**
  A physiotherapist takes over patient care from a colleague and reviews the assessment and treatment plan before seeing the patient. The patient reports her symptoms have changed, her neck pain has decreased but she now has burning and numbness in her arm that has increased in intensity since her last visit. The physiotherapist only has a short treatment appointment available so continues with the same treatment with no additional investigation or re-assessment. Over the next few days, the patient’s symptoms continue to intensify and the patient wants to know why the physiotherapist did not address her concerns when she first mentioned them?

DISCUSSION

In both scenarios, the College knows the physiotherapist has every intention of meeting their patient's needs, but from a standard of practice perspective we would expect the physiotherapist to take the following actions:

- **SCENARIO 1 DISCUSSION**
  Explain to the patient why modalities are unlikely to effect a change. Part of practice is to be persuasive and get patients engaged in their treatment program that will best meet their needs. To develop a treatment plan that does not have significant potential to positively impact functional outcomes is not in the patient's interest and uses resources inappropriately.

- **SCENARIO 2 DISCUSSION**
  When a patient presents with new symptoms physiotherapists are expected to re-assess the patient. If this can’t be done at the time of the appointment, they should ask the patient to book a re-assessment appointment. It is not appropriate to simply continue an established treatment plan because of time constraints without ensuring the plan won’t be harmful to the patient in light of new or changed symptoms.
FACULTY OF REHABILITATION MEDICINE’S FIRST ENDOWED RESEARCH CHAIR ESTABLISHED

It’s not every day that someone creates a research chair in their physiotherapist’s name, but Cathy Roozen did, donating $1.5 million to establish the Dr. David Magee Endowed Chair in Musculoskeletal Research, the Faculty of Rehabilitation Medicine’s first endowed research chair at the University of Alberta. Congratulations to Dr. Magee.

The chair’s establishment will impact patients directly by enabling the university to attract a leading researcher-clinician to build on the faculty’s already strong musculoskeletal research and clinical expertise. The chair will support clinical research to help find improved clinical assessment methods for arthritis, injury prevention and treatments for sports injuries and low-back pain. The faculty will begin recruiting for the chair position this summer.

CLINICAL SUPERVISORS WANTED UNIVERSITY OF ALBERTA

Mentoring and guiding future physiotherapists

Supervising students is rewarding and helps ensure our profession’s growth and sustainability. Supervisors guide and mentor aspiring physiotherapists, provide verbal feedback regarding performance and best practice and complete a midterm and final written student evaluation. The supervisory role is voluntary. The role requires no previous supervisory experience and no minimum commitment.

TIMING

The university’s next clinical placement will occur in November for intermediate students and in December for novice students.

TO VOLUNTEER

To supervise a student for the upcoming academic year (September – August), please contact the physiotherapy student placement coordinator at your site. Please contact me directly if you do not receive clinical education emails from the University of Alberta or your site has not hosted students previously.

Mark Hall, Assistant Professor
Academic Coordinator of Clinical Education
Department of Physical Therapy, University of Alberta
E: mark.hall@ualberta.ca
T: 780 492-5997  |  F: 780 492-4429

PAIN MANAGEMENT CERTIFICATE NOW AVAILABLE

The number of Albertans suffering with chronic pain is projected to rise dramatically in the coming decades. Therefore, it is imperative for health professionals to be educated in providing effective, evidence-based assessment and treatment. The University of Alberta’s Faculty of Rehabilitation Medicine has been planning and developing graduate-level courses to provide such education.

This September, the faculty will offer its first graduate-level certificate in Pain Management—REHAB 555: The Nature of Pain. The course is being delivered in an online format.

The certificate, led by Dr. Judith Hunter, Assistant Professor, Department of Physical Therapy at the University of Alberta and University of Toronto, will address pain-related issues and increase course participants’ academic and clinical capacity in the treatment of pain. Based on the strongest evidence-based research, the course will be taught by leaders in pain research, management and education.

STROKE REHABILITATION CERTIFICATE

The Faculty of Rehabilitation’s next graduate-level offering—Certificate in Stroke Rehabilitation—was formally approved by Alberta’s Deputy Minister of Advance Education & Technology. Course development will now begin. Stay tuned for news on the certificate’s launch.

CERTIFICATE REGISTRATION

For program registration, please contact Shawn Drefs at 780.492.1587 or paincertificate@ualberta.ca.
WELCOME NEW AND RETURNING MEMBERS

Find a physiotherapist or verify registration at www.cpta.ab.ca.

NEW/RENEWING
Melanie Ailey
Krista Ball
Brock Besharah
Becky Burke
Katie Cannon
Megan Caton
Sapna Chawla
Rochelle Chung
Mary Corns
Christine Eggins
Robin Greenslade
Julie Hobern
Glenda Lane
Tanya Lee-McCracken
Karen Leung
Jaime Malanchuk
Jeanine McColl
Joanna Myers
Barbara Nagy
Elizabeth Pye
Roman Requiestas
Suzanne Rysak
Sarah Shandera
Geoffrey Wendell

RENEWED
Barbara Baker
Sonja Billard
Titia Brecht
Helen Chaput
Ronald Chin
Carmen Clark
Lee-Anne Clayholt
Sarah Clow
Craig DeMars
Kari Elliott
Rae Ann Erickson
Dominic Gauvin
Niki Giesbrecht
Ronald Giesbrecht
Janet Haggarty
Laurel Harrison-Edge
Michael Haydo
Amanda Hayes
Suzanne Heelner
Sheila Heitke
Sherie Hough
Alix Jackson
Karen Jackson
Janet Jacobsen
John Jasinski
Lindsey Jean
Munira Jiwa
Troy Jones
Gayatri Kembhavi-Tam
Carol Kilduff
Marcia Kirby
Zorianna Kohut
Constance Langer
Andrea Lehenbauer
Barbara MacDonald
Candice MacDonald
Jaime MacDonald
John Malus
Taruwnona Manyanga
Jodi-Lynn Martel
Bruce Martens
Dorothy McCready
Christine McMorris
Abdul Rahib Mohammed
Carol Morris
Jennifer Morrow
Adrienne Stinson
Paula Stoller
Kamwaleedeh Tehara
G. Anne Van Vaes
Ruth Weis
Katie White
Trevor Wilson
1090901 Alberta Ltd.
601208 Alberta Ltd.
Children’s Physical Therapy and Consulting Ltd.
Dynamic Sports Physiotherapy Inc.
Horizon Physiotherapy & Sport Rehabilitation Corp.
Jasper Physiotherapy & Massage Inc.
North Town Physiotherapy Ltd.
Red Deer Physiotherapy Clinic Ltd.
SHARC Physiotherapy Inc.
Willkie Physiotherapy Inc.

CANCELLATION FOR NON-PAYMENT
Kim Bowie
Mutann Cardinal
Neha Chopra Tandon
Leslie Choquette
Carrie Cole
Devin Croft
JoAnne Horne
Jane Keply
Jocelyn Kitcher
Carson Lai
Stephanie Lam
Kandis Lyle
Nicole McVarish
Curtis Newton
Marcin Partyka
Sherry Smith
Sanjani Somayaji
Dason Sparling
Gerald Steenkamp
Vivek Vasudeva
Farah Wali
Wendy Woyinilowicz
961025 Alberta Ltd.
Alta-Orthopaedic & Sports Physiotherapy Inc.
Chinook Physical Therapy and Wellness Clinic Inc.
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Mountain Physical Therapy Inc.
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