



MANITOBA CHIROPRACTORS ASSOCIATION

# ANNUAL REPORT

2021



Manitoba  
Chiropractors  
Association

## MISSION STATEMENT

Improving the quality of life in our communities through education and providing expert care as leaders in spinal health.

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## VISION STATEMENT

Chiropractic care is the first choice for spinal health, and Manitoba is the best choice for chiropractors.

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### ABOUT THE MCA

The MCA is both a self-regulating professional body and a member association that governs doctors of chiropractic in Manitoba, under the legislative and regulatory authority of The Chiropractic Act.

Pursuant to this legislation, the regulatory role of the MCA is to protect the public and patients by:

- Licensing properly qualified professionals;
- Establishing a Code of Ethics, Standards of Practice and Bylaws;
- Monitoring and evaluating professional Standards of Practice; and
- Investigating complaints and initiating disciplinary proceedings, when necessary.

The MCA networks with many other professional associations, regulatory organizations and government which helps position chiropractors as valuable contributors in Manitoba's integrated health care system.

*Self-regulation is a privilege granted in the public interest and for the public good. The MCA is committed to governing in a manner that respects this privilege.*

### ABOUT CHIROPRACTIC CARE

Manitoba chiropractors are experts specifically trained to diagnose the underlying cause and recommend treatment options relating to the spine, musculoskeletal and nervous systems.

Chiropractors are trained to relieve pain, restore mobility, increase function, and prevent re-occurrence so Manitobans can get back to leading healthy, active lives.

Chiropractors are also trained to provide advice to patients on activities of daily living, work, healthy lifestyle choices, injury prevention and nutrition.

And, with 297 chiropractors practicing province-wide, the MCA is committed to ensuring that Manitobans have access to, and the opportunity to experience, the positive outcomes of chiropractic care.

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## GOVERNANCE

The Board of the Manitoba Chiropractors Association is composed of five Directors elected from the membership and two lay members – one appointed by the Board and one appointed by the Province of Manitoba.

## BOARD OF DIRECTORS AS AT DECEMBER 31, 2021

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### **PRESIDENT**

Dr. Gerald Chartier, D.C.

### **VICE-PRESIDENT**

Dr. Daniel Therrien, D.C.

### **TREASURER**

Mr. Adam Buss, lay member

### **DIRECTORS**

Dr. Tricia Kucheravy, D.C.

Dr. Bill Mulhall, D.C.

Dr. Gordon Partridge, D.C.

Mr. Greg Dunn, government appointed lay member

## STAFF

AS AT DECEMBER 31, 2021

### **EXECUTIVE DIRECTOR**

Karen Woloschuk, C. Dir.

### **REGISTRAR**

Dr. Audrey Toth, D. C., CAFCI

### **OFFICE MANAGER**

Sherri Smith

### **REGULATORY & ASSOCIATION ADMINISTRATOR**

Cynthia Pchajek



## PRESIDENT'S MESSAGE

DR. GERALD CHARTIER, D.C.

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As I reflect on this past year, I am amazed at the incredible strides our profession has made in so many ways. There is no question that the COVID-19 pandemic presented an ever-changing environment with unforeseen challenges. That said, our members' commitment to providing outstanding care while ensuring public safety through adherence to health guidelines, should be applauded.

Despite the pandemic, one of the major undertakings in 2021 was development of a new Strategic Plan. The 5-year plan, approved by the Board of Directors in August 2021, is intended to guide the work of the MCA Board and management team through 2026. It was developed through a collaborative process that included consultation with a cross section of MCA members, representing the various demographics of our membership. The major goals are threefold:

- increase annual utilization to 20%;
- unify the membership, and;
- successfully transition under the RHPA.

During planning, emphasis was placed on a renewed focus on the distinctiveness of chiropractors as experts in spinal health and the associated benefits patients receive through chiropractic care. This sentiment is reflected in the new MCA mission and vision statements.

Importantly, the plan also anticipates our future primarily as an advocacy organization, where membership is voluntary.

The Board is excited that work has already started to advance these ambitious plans.

On other fronts, members were offered the opportunity to become part of the immunization team in March. A number of our members participated in the training process providing an example of the power of inter-professional collaboration.

The other significant change for the MCA in 2021 was finalizing our new home at the Clarion Hotel. The new office will allow our Association to move forward in a professional and positive way. There is ample space for Board and Committee meetings and a professional workspace for our staff. We look forward to welcoming members to the new office at our earliest opportunity.

There has also been a considerable amount of work undertaken in the past year that, while not glamorous, was integral to the operations of the MCA. The Board worked diligently to strengthen our governance, reviewing and revising policies, creating terms of reference and reviewing standards of practice to ensure we are operating in the best possible manner on behalf of our membership.

I feel privileged to have served this past year as your President. I greatly appreciate the wise counsel and strong commitment of our Board and staff and the support of our membership. We have a lot of work to do in the coming year and I'm confident that, with the guidance of our Strategic Plan, we will continue to advance our profession.

Respectfully yours,

**Dr. Gerald Chartier, D.C.**  
**President**

## 2021 – 2026 STRATEGIC PLAN SUMMARY

<b>MISSION:</b>	<i>Improving the quality of life in our communities through education and providing expert care as leaders in spinal health.</i>
<b>VISION:</b>	<i>Chiropractic care is the first choice for spinal health, and Manitoba is the best choice for Chiropractors.</i>
<b>VALUES:</b>	<i>Member focused – Embrace our distinctiveness – Inclusive – Proactive – Patient safety – Transparent</i>

5-YEAR GOALS	AREAS OF FOCUS	KEY STRATEGIES
<b>1. Increase annual utilization to 20%</b> <i>Primary goal and focus of the strategic plan</i>  <b>2. Unify membership</b> <i>The common ground to move forward</i>  <b>3. Successful RHPA transition</b> <i>Prepare MCA for separation of the College</i>	1. Advocacy	1.1 Manitobans 1.1a Benchmark perceptions and satisfaction, track progress 1.1b Target key personas through sustained marketing programming 1.1c Brand positioning: drive awareness and preference for chiropractic care 1.1d Bolster CSR and community citizenship activity  1.2 Third party payors 1.2a Proactive advocacy (ongoing beyond contract negotiations) 1.2b Foster ongoing relationships, include employee benefits providers 1.3 Influencers 1.3a Ongoing advocacy among MB Health, media, policy makers, allied health professionals 1.3b Sustained government and public relations efforts
	2. Innovation & quality care	2.1 Secure / enhance access to patient records and diagnostic imaging 2.2 Foster continuing education for Members 2.3 Align research with Member preferences
	3. RHPA Transition	3.1 Plan for MCA's advocacy focused future with the College separated 3.2 Advocate to ensure RHPA optimally supports chiropractors and chiropractic care 3.3 Maintain and enhance the highest professional standards
	4. Membership	4.1 Re-establish Membership Committee with renewed mandate 4.2 Track Member engagement and satisfaction 4.3 Improve and sustain two-way Member communications 4.4 Review and plan enhancements to Member benefits 4.5 Provide business resources to Members (marketing, financial management, admin, mentorship, etc.)

# COMMITTEE MEMBERS

## AS AT DECEMBER 31, 2021

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### REGULATORY COMMITTEES

#### **Complaints**

Dr. Bill Mulhall, D.C., Chair  
Ms. Crystal Sukich  
Dr. Trevor Winzoski, D.C.

#### **Investigations**

Dr. Daniel Therrien, D.C., Chair

#### **Licensing**

Dr. Lori Petrilli, D.C., Chair  
Dr. Doug Starodub, D.C.  
Dr. Colina Wong, D.C.

#### **Standards – Office Inspections & Clinic**

Dr. Brent Van Den Bussche, D.C., Chair  
Dr. John Alevizos, D.C.  
Dr. Brett Carter, D.C.  
Dr. Tamra Daye, D.C.  
Dr. Rupinder Diocee, D.C.  
Dr. Harold Nachtigall, D.C.  
Dr. Richard Zink, D.C.

#### **Advertising Review Committee (ARC)**

Dr. Ruth Hitchcock, D.C., Chair  
Dr. Arnold Cohn, D.C.  
Dr. Danella Whittaker, D.C.

### ASSOCIATION COMMITTEES

#### **Negotiations**

Dr. John Toth, D.C., Chair

#### **Insurance Liaison**

Dr. John Toth, D.C., Chair  
Dr. Gerald Chartier, D.C.  
Dr. Amerjit Dhillon, D.C.  
Dr. Tricia Kucheravy, D.C.  
Dr. Harold Nachtigall, D.C.

#### **Acupuncture**

Dr. Greg Kos, D.C.

#### **CCA Representative**

Dr. Jennifer Ward, D.C.

# EXECUTIVE DIRECTOR'S MESSAGE

KAREN WOLOSCHUK



The past year has been another eventful year for the Manitoba Chiropractors Association. As I reflect on the past year, there are a few accomplishments that stand out to me.

The first was finalizing the sale of our building on Portage, searching for a new space and planning the design of our new office at the Clarion Hotel. As I sit in my new office writing this message, I can't help but be proud of the hard work that the Board has put into ensuring the MCA has a professional and functional new space. This custom-built space will serve the profession for many years and will be a home that members and staff can be proud of.

*"I see the care and compassion that members have for their patients and despite the challenges of a worldwide pandemic, providing the best possible care has always remained at the forefront."*

Early on in the year, we started the process of developing a new strategic plan for the MCA. This undertaking was especially meaningful as we were able to engage with a wide range of members to provide input into where the profession should be heading. Working with a strategic consultant was particularly beneficial as he was able to get to the heart of the opportunities that lay ahead for the MCA. The 5-year plan for the MCA that was approved by the Board, provides a clear roadmap for the profession.

One of the first priorities coming out of the strategic plan was to launch an advertising campaign. With input from an ad hoc committee, the MCA developed an engaging digital campaign that was launched in late November. The early results of the campaign are promising and the uptake on this campaign continues to increase.

A lot of work has been done behind the scenes to improve processes and strengthen the operations of the MCA. One significant undertaking was the digitizing of the MCA's paper files. Our basement was full of cabinets of historical files and these are now all digitally preserved. This has reduced our physical footprint and reduced the risk of paper files being lost, or inadvertently destroyed.

I want to thank the Board of Directors and members for the opportunity to serve the MCA over the past two years. I see the care and compassion that members have for their patients and despite the challenges of a worldwide pandemic, providing the best possible care has always remained at the forefront. I am also grateful for the team of staff who work to support the membership. Dr. Audrey Toth, Sherri Smith and Cynthia Pchajek have worked tirelessly this past year to keep the MCA running smoothly. I am extremely grateful for their support and hard work.

With appreciation,

**Karen Woloschuk, C. Dir.**  
**Executive Director**



# YEAR IN REVIEW

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## INCORPORATION STATISTICS

On November 8, 2018 new legislation was passed allowing for professional incorporation. Since that date, the MCA has issued 54 Chiropractic Corporation permits.

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## AWARDS/APPOINTMENTS

### Distinguished Service Award

Dr. Lori Petrilli was named as the winner of the Distinguished Service Award. Dr. Petrilli has worked diligently on behalf of our profession to advance chiropractic. She has served on and chaired multiple MCA committees as well as serving on the Board of Directors. She has also been an active volunteer with the CMCC. Dr. Petrilli has mentored young adults who have expressed interest in entering the field of chiropractic and has taken countless new graduates into her practice. Beyond this, Dr. Petrilli has shown considerable community support through her clinic in Steinbach. She has initiated and participated in a multitude of events within her community and participates in health and wellness outreach programs. This is just a small sample of the work Dr. Petrilli has done throughout her career in support of her profession and her community.



### Chiropractor of the Year Award

The Board of Directors has approved a new award, Chiropractor of the Year. This award is intended to recognize a member who has gone above and beyond the call of duty, on behalf of the membership and the profession.

Dr. John Toth was named as the inaugural winner of the Chiropractor of the Year Award. As a past President, he's provided extensive guidance and historical context this past year. He agreed to develop the Suggested Fee Guide and in very short order was able to develop this guide with his committee. Dr. Toth took over the Negotiations Committee and successfully ratified our contract with WCB. He was also integral to the MCA in securing our new space at the Clarion.

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## WELCOME TO OUR NEW OR RETURNING MEMBERS:

Dr. Robyn Brar, D.C.  
Dr. Serena Dhalla, D.C.  
Dr. Sumeet Dhalla, D.C.  
Dr. Devon Fordyce, D.C.  
Dr. Michael Minenna, D.C.  
Dr. Rupinder Singh, D.C.  
Dr. Sheena Vij, D.C.  
Dr. Brandt Weldon, D.C.

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## FAREWELL TO OUR RETIRED MEMBERS:

Dr. Roland Bohemier, D.C.  
Dr. Terry Bulitz, D.C.  
Dr. Cheryl Dahl, D.C.  
Dr. Jaswinder Dev, D.C.  
Dr. Ruth Hitchcock, D.C.  
Dr. Robert Mestdagh, D.C.  
Dr. Bruce Narvey, D.C.  
Dr. Jessica Nieckarz, D.C.  
Dr. Nicole Proczyk, D.C.

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## MEMBER CATEGORY BREAKDOWN

Regular Member: 234

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Senior Member: 27

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Semi-Retired Member: 15

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Life Member: 13

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Maternity Leave: 1

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Special Practicing: 7

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Total: 297

# REGISTRAR'S REPORT

DR. AUDREY TOTH, D.C., CAFCI

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In 2021, the pandemic persisted with waves of variants which challenged our profession and its Regulatory Body. The MCA Regulatory Body served to assist in the mandate to ensure public safety, ensure that our members were advised of changes in public health orders, supported, and redirected to the benefit of the public we serve. This is an ongoing process. As I reflect on the last year, the MCA continued in diligent work with the regulatory authority to conduct member office “spot checks” to ensure that chiropractors in Manitoba followed the Public Health Orders relating to the pandemic. In the 2020 Annual Report, I shared the comment that I had heard that being a regulator during COVID-19 has been like “trying to build a plane while you are flying in it.” The comment this year is that 2021 has been like “trying to land that plane on a runway while the runway is being built.” Appreciation is expressed for the cooperation, understanding and professionalism repeatedly encountered by so many colleagues in Manitoba during these uncertain times. I remain honored to have been a support to our members during particularly unique and oftentimes stressful situations. Our profession can be proud of a membership that has adapted and thrived in practice during a pandemic. Our membership has learned a way to ethically manage the “new normal” for this profession and have asked appropriate questions and sought clarity when uncertainty arose.

On the licensing front, there is notably less of an impactful backlog of candidates awaiting completion of National Board Exams than was reported in the previous year. The MCA continues to receive applications for licensure and registration and welcomes our new members to Manitoba.

In Spring of 2021, the MCA had just obtained license and subscription to the automated WebScaper Tool program in direct response to the increase noted in member vs. member complaints in 2020 (particularly those pertaining to advertising on websites and social media). In 2021, it was calculated that there was more than a 55% reduction in member vs member complaints and of the eight (8) complaints which were filed with the MCA in 2021 by other members, five (5) specifically related to advertising concerns and were filed prior to the implementation of the WebScaper. With the advent of WebScaper and the latitude to consider context of content, the member vs member complaints specific to advertising ceased. After a full year of use with the WebScaper Tool the Registrar is pleased to share that of all the content flagged from a lengthy list of key words and phrases, only 6% was deemed of content which could be construed as potentially non-compliant to legislation and with regulatory risk. Generally, MCA members upon hearing that there is an issue are open and amenable to remove or amend the content in question. If a member disagrees with a WebScaper notification, the regulatory process remains in place as an available avenue to address the issue.

Lastly, I highlight the team efforts of the MCA staff and the MCA Board of Directors for their work and consideration. It is a pleasure to be a part of the regulatory team that is steering the MCA in the right direction. The MCA Registrar has regular office hours. Please do not hesitate to reach out by emailing [registrar@mbchiro.org](mailto:registrar@mbchiro.org) for any of your regulatory concerns.

**Dr. Audrey Toth, D.C., CAFCI**  
**Registrar**

# REGULATORY AFFAIRS

## 2020

Complaints Carried Over to 2021	10
Complaints Resolved in 2021	7

## 2021

New Complaints	32
Complaints Resolved	23
Complaints Carried Over to 2022	9

## SOURCES OF COMPLAINTS IN 2021

Registrar	5
Public	15
Member	8
Referral from Other*	4

\* Referrals from Standards Committee or Investigations

## STATUS OF COMPLAINTS REVIEWED IN 2021

Referred to Investigation Chair	22
Processing through Complaints Committee	7
Invalid Complaint	1
Withdrawn	2

## RESOLUTION OF 23 CASES CLOSED IN 2021

Agreement/Undertaking and/or Cost Recovery	12
Withdrawn/No Merit	4
No Fault Found	7

## ORIGIN OF FORMAL COMPLAINTS RECEIVED\*

ORIGIN	2019	2020	2021
Filed by Registrar	7	4	5
Filed by MD	0	1	5
Filed by MPI	0	5	0
Filed by Public/Patients	10	7	9
Filed by DC vs DC	0	18	8
Other	0	1	4
Anonymous	2	1	1

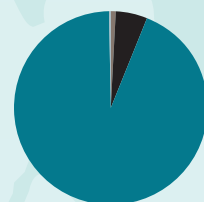
\* All Files

## COMPLAINT PROCESSING TIME\*

### Processing Time (Days)

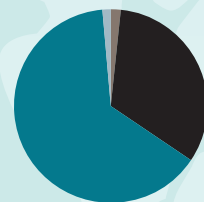
#### To notify Respondent (Initial Intake)

- Shortest: 1
- Longest: 300
- Average: 17
- Mean: 2



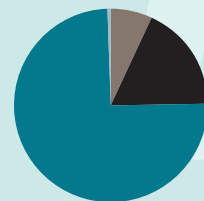
#### To Forward to Investigation Chair (Escalation)

- Shortest: 1
- Longest: 41
- Average: 21
- Mean: 1



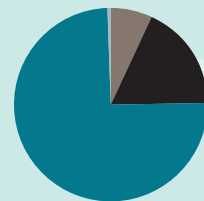
#### From IC to Closure

- Shortest: 3
- Longest: 300
- Average: 72
- Mean: 27



#### Total days from Intake to Closure

- Shortest: 4
- Longest: 300
- Average: 81
- Mean: 66



\* Closed Files

## Independent Auditors' Report on the Summarized Financial Statements

To the Members of  
Manitoba Chiropractors Association

### *Opinion*

The summarized financial statements, which comprise the summarized statement of financial position as at December 31, 2021, and the summarized statements of operations and cash flows for the year then ended are derived from the audited financial statements of Manitoba Chiropractors Association (the "Organization").

In our opinion, the accompanying summarized financial statements are a fair summary of the audited financial statements of the Organization in accordance with the basis of presentation as described below.

### *Summarized Financial Statements*

The summarized financial statements have been prepared from the audited financial statements for the year ended December 31, 2021 and do not contain all the disclosures required by Canadian Accounting Standards for Not-for-Profit Organizations.

Reading the summarized financial statements and the auditors' report thereon therefore, is not a substitute for reading the audited financial statements and the auditors' report thereon. The complete audited financial statements are available upon request by contacting the Organization's office.

### *The Audited Financial Statements and Our Report Thereon*

We expressed an unmodified audit opinion on the audited financial statements in our report dated March 16, 2022.

### *Management's Responsibility for the Summarized Financial Statements*

Management is responsible for the preparation of the summarized financial statements in accordance with the basis of presentation as described in the preceding paragraphs.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on whether the summarized financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements.

A stylized, handwritten signature in blue ink that reads "Booke & Partners".

Winnipeg, Canada  
March 16, 2022

Chartered Professional Accountants

**SUMMARIZED STATEMENT OF OPERATIONS**

For the year ended December 31

	2021	2020
<b>REVENUE</b>		
Annual dues	\$ 833,658	\$ 824,392
Patient management program	9,276	9,405
Registration and examination fees	13,810	15,745
Regulatory cost recapture	99,328	52,569
Sundry	1,575	505
	<b>957,647</b>	<b>902,616</b>
<b>EXPENDITURES</b>		
Administrative services	64,843	21,623
Amortization	18,161	9,911
Annual general meeting	9,923	10,229
Bank charges and interest	4,410	4,574
Communications and stakeholders relations	69,844	98,242
Regulatory expenses	2,691	-
Honoraria	106,571	42,423
Legal fees	151,927	63,055
Meals and entertainment	4,962	2,285
Meetings - other	19,842	16,738
Office and general	59,179	37,323
Professional fees	11,064	32,386
Rent	70,150	25,200
Repairs and maintenance	7,627	7,837
Research	10,000	10,000
Telephone and utilities	7,116	6,325
Travel	1,265	163
Wages and benefits	355,970	352,768
	<b>975,543</b>	<b>741,332</b>
(Deficiency) excess of revenue over expenditures before other income (expenses)	<b>(17,896)</b>	<b>161,284</b>
<b>OTHER INCOME (EXPENSES)</b>		
Gain on sale of marketable securities	29,895	5,982
Member refunds	(213,050)	-
Interest and dividends	17,799	17,239
Investment management fees	(7,584)	(9,258)
Share of equity income (loss) of subsidiary	83,392	(65,058)
Unrealized (loss) gain on marketable securities	(4,519)	33,585
Writedown of amount due from related company	(474)	(42,000)
	<b>(94,541)</b>	<b>(59,510)</b>
(Deficiency) excess of revenue over expenditures	<b>\$ (112,437)</b>	<b>\$ 101,774</b>

**SUMMARIZED STATEMENT OF FINANCIAL POSITION**

December 31

	2021	2020
<b>ASSETS</b>		
Current		
Cash	\$ 347,020	\$ 136,239
Accounts receivable	3,061	2,840
Inquiry costs recoverable	56,000	-
Prepaid expenses	10,718	-
	416,799	139,079
Inquiry costs recoverable - long term portion	22,250	-
Long term investments	667,249	803,815
Due from related company	-	688,564
Property and equipment	111,725	51,726
	<u>\$ 1,218,023</u>	<u>\$ 1,683,184</u>
<b>LIABILITIES</b>		
Current		
Payables and accruals	\$ 114,419	\$ 61,652
Government remittances payable	4,709	4,009
Loan payable	-	329,899
Unearned revenue	60,300	53,200
	179,428	448,760
Share of deficit in subsidiary	-	83,392
	<u>179,428</u>	<u>532,152</u>
<b>NET ASSETS</b>		
Invested in Capital Assets	111,725	51,726
Internally Restricted Net Assets	78,895	78,895
Unrestricted Net Assets	847,975	1,020,411
	<u>1,038,595</u>	<u>1,151,032</u>
	<u>\$ 1,218,023</u>	<u>\$ 1,683,184</u>

Approved by the Board



Director



Director

**SUMMARIZED STATEMENT OF CASH FLOWS**

For the year ended December 31

	2021	2020
Cash derived from (applied to):		
<b>OPERATING</b>		
(Deficiency) excess of revenue over expenditures	\$ (112,437)	\$ 101,774
Adjustments for		
Amortization	18,161	9,911
Gain on sale of marketable securities	(29,895)	(5,982)
Share of equity (income) loss in subsidiary	(83,392)	65,058
Unrealized loss (gain) on marketable securities	4,519	(33,585)
Writedown of amount due from related company	474	42,000
	(202,570)	179,176
Change in non-cash operating working capital items		
Accounts receivable	(221)	(2,197)
Inquiry costs recoverable	(78,250)	-
Prepaid expenses	(10,718)	4,890
Payables and accruals	52,764	(4,555)
Government remittances payable	700	2,389
Unearned revenue	7,100	(22,550)
	(231,195)	157,153
<b>FINANCING</b>		
Loan repayments	(329,899)	(14,643)
<b>INVESTING</b>		
Proceeds on sale of investments	873,788	26,374
Purchase of investments	(712,317)	(204,916)
Advances to related company	688,564	(30,429)
Purchase of property and equipment	(78,160)	(24,160)
	771,875	(233,131)
<b>NET INCREASE (DECREASE) IN CASH</b>	210,781	(90,621)
<b>CASH</b>		
Beginning of year	136,239	226,860
End of year	\$ 347,020	\$ 136,239





Manitoba  
Chiropractors  
Association

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