



# 2013/14 ACCOUNTABILITY REPORT

# LEADERSHIP MESSAGE

## From the Board Chair and CEO

We are thrilled to share with you CHIMA's 2013-2014 Accountability Report. This has been a busy and transformative year. This year's Accountability Report theme is '*Opening Doors*' and reflects the new opportunities for Health Information Management (HIM) professionals with the rollout of the Electronic Health Record and the increasing focus on Data Quality.

Among a bustle of activity, this past year saw us planning and promoting the upcoming CHIMA Conference in Toronto. This year's conference theme is '*Aspire and Lead*', which is an important theme as the HIM profession changes to adapt to a digital environment.

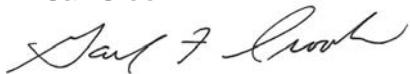
As the Association and the College build on new learnings for the HIM professional, it will be critical that every professional group in health care understands the role of the HIM professional and how vital we are to the success of the electronic health record and the life-cycle record management standards. We are pleased to have a signed partnership with Canadian College of Health Leaders (CCHL) and will continue our work of raising the profile of the profession through our stakeholder and public relations activities.

As always, this past year has been full of activities and accomplishments by the CHIMA staff, our board and our many volunteers. We are pleased to share just some of what we've achieved over this past year and what we are aiming for this coming year. Our new database and CHIMA website will be launched in the coming year which is extremely exciting for the membership.

In addition, the Board of Directors, the Council on Education and Professional Practice, and the Strengthen Member Relations Team (SMRT) have guided the growth of the work of both the College and the Association, and for that we are very grateful.

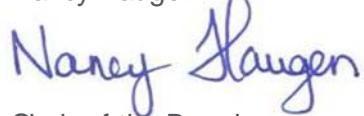
The future for HIM professionals is a very exciting one, and will 'open doors' to new and exciting opportunities. We hope you will join us on the journey into the future of our profession.

Gail Crook



CEO and Registrar  
CHIMA and CCHIM

Nancy Haugen



Chair of the Board  
CHIMA

# About CHIMA

Our **Vision**: Advancing the health care system as the change leader in health information management.

Our **Mission**: CHIMA is the national organization that represents leadership and excellence in health information management.

As a national association, we:

- Support continuing education and professional practice of HIM professionals
- Develop strategic partnerships to advance the development and integration of electronic HIM
- Advocate for and strengthen the HIM<sup>®</sup><sup>1</sup> role in health care settings across the continuum of care.

As a federally chartered college, we:

- Are the single source of credentialed Health Information Management Professionals
- Partner with educational institutions, our members, industry, and employers to develop the competencies, skills and knowledge for the HIM profession
- Provide essential research and expertise in health information management standards and best practice.

As a profession, we:

- Contribute to client care, outcomes and safety through the provision of accurate, complete, timely and accessible health information
- Support the Canadian public by advocating for and monitoring the privacy, security and confidentiality of personal health information.

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<sup>1</sup> HIM<sup>®</sup> is a registered trademark of CHIMA

## CHIMA – A Year in Review

It has been a banner year for the Association (CHIMA) and the College (CCHIM). We accomplished an incredible amount of work through the efforts of our dedicated staff and our many volunteers.

Reflecting on some highlights from 2013, a summary of some of the most notable accomplishments include:

- CHIMA successfully hosted the International Federation of Health Information Management (IFHIMA) Congress in Montréal (May 13-15)
- Hosted the 2013 Annual General Meeting (AGM) both in-person at the IFHIMA Congress, as well as via WebEx
- The Workforce Transformation (WFT) initiative moved along at a great pace. We are continuing to tell our HIM story to health care organizations and outlets across the country
- The CHIMA office moved to a new, more cost-effective space
- The College has seven (7) working groups collaborating on the development of Canadian Standards for the HIM Life-Cycle. The Life-Cycle Standards will be an incredible addition to the HIMs toolkit for the future
- Early in 2013 the *Fundamentals of Health Information Mangement, 2<sup>nd</sup> Edition*, was released
- We have begun developing the business cases for four (4) proposed new Advanced Certifications. We hope to unveil this work mid-2014
- Several National Certification Examinations (NCEs) were hosted
- Several Continuing Professional Education (CPE) sessions were hosted throughout 2013/14, most notably the Privacy Summit held in Regina in February 2014
- Numerous CHIMA communications displaying fresh designs/layouts
- Federal Not-for-Profit Act – review and updating of the current Association/College bylaws to ensure compliance by October 2014 undertaken
- Continuing Education:
  - Two staff members received their Canadian Association Executive (CAE®) designations through the Canadian Society of Association Executive (CSAE)
  - Kelly Abrams successfully defended her Ph.D. proposal
- The Financial Assistant, Peggy Neill, retired
- We welcomed one new staff member, Laurie-Ann Duguay (Finance)
- CHIMA staff have been engaged in the intensive development of new databases to better serve our members and our new website will launch in the coming months.
- In addition, CHIM Information Consulting Inc. (the for-profit organization), has also been very busy with several projects including some promising long-term initiatives.

## **ADVOCACY** and Governance

**Workforce Transformation:** The Workforce Transformation initiative has been going strong. The final report/recommendations will be finalized and we will share those results and next steps with our members in 2014.

**CCHL Partnership:** CHIMA is thrilled to have signed a partnership agreement with the Canadian College of Health Leaders (College) to support the need for professional development, leadership training and lifelong learning. This partnership will be critical as CHIMA continues to raise the profile of the HIM profession, particularly among hospital leaders and health care decision-makers. As we more widely use electronic health records, collaborative relationships like the one we have with the College become integral to making the transition successful. The Canadian College of Health Leaders is a national, member-driven, not-for-profit association dedicated to ensuring that the country's health system benefits from capable, competent and effective leadership.

**2014 HI and HIM Human Resources Report (Sector Study):** CHIMA, in partnership with COACH, CIHI, ITAC Health, ICTC and Infoway, have been working on a new, updated HI and HIM sector study. The data collected will build on the highly-utilized Report of the same name that was released in 2009. This unique economic study identifies a serious need for increased HI and HIM labour and skills among Canadian professionals over the next several years. The results of the new study will be released in May 2014.

**New Association By-Laws:** CHIMA Members will be asked to vote on the new Association and College bylaws during the 2014 AGM. The new Federal Not-for-Profit Act comes into effect in October 2014, necessitating new by-laws, and policies and procedures to ensure compliance and issuance of our Articles of Continuance.

## COMMUNICATIONS and Member Services

CHIMA continues to strive and focus on ways to strengthen member relations and provide a better return on investment (ROI) for your annual membership. CHIMA has had a busy year expanding our reach and audience via social media, sharing the HIM story in a few media publications and continuing to work closely with the Strengthening Member Relations Team (SMRT).

Highlights of activities for Communications and Member Relations include:

**CHIMA Connection:** The CHIMA Connection is a go-to resource for our members and stakeholders for timely information about the current trends and happenings of your association and the HIM industry. We were delighted to highlight the following HIM members under the Member Spotlight section: Lori Knight, CHIM (January issue), Lynn Muise, CHIM (March issue), Genevieve Tucker, CHIM (June issue), Julie McGeady, CHIM (September issue), and Sandra Colwell, CHIM (Retired) (November issue).

**Social Media:** Our social media audience continues to grow at a steady pace. We are thrilled to have so many of you following us and engaging in industry conversation. Please join us on [LinkedIn](#), [Facebook](#) and [Twitter](#), if you haven't already. These outlets allow you to build your professional network, stay informed on CHIMA and industry products, events and services and it allows CHIMA to obtain your feedback in an open forum.

**Public Relations:** CHIMA had an article published in the February 2014 issue of Hospital News regarding the 'Evolving Role of the HIM Professional.' View it here:

[http://issuu.com/hospitalnews/docs/flip\\_hone\\_020114\\_edit](http://issuu.com/hospitalnews/docs/flip_hone_020114_edit)

**New Member Databases/Services/Website Development:** CHIMA has purchased new technology that will allow us to convert the current member database to a more functional integrated solution to allow our members to have more control over their own accounts, such as contact information, access to payments and receipts, volunteer lists, and a more robust email subscription service. The Associations has been in the process of developing the new website for CHIMA – set to launch in 2014. The new website promises to be cleaner, more crisp, intuitive, user-friendly, easy to navigate and will be responsive (tablet and smartphone friendly). We have worked with SMRT and received feedback from a member perspective and the feedback has been very positive. Stay tuned for its launch in the coming months.

**SMRT:** The Strengthening Member Relations Team is comprised of representatives from the various CHIMA member types and from across the national geographic regions. SMRT serves as a representative voice of the membership to assist CHIMA to identify opportunities to improve and strengthen member relations. Accomplishments of SMRT this year included feedback on promotional items ( e.g. CHIMA T- Shirts), Health Information Professionals week focus and topics,

recommendation to determine feasible method to touch base / reach out to members to determine satisfaction and identify ways to add increased value and benefits of membership. SMRT is an invaluable resource to CHIMA.

**Health Information Professionals Week:** The 2013 Health Information Professionals Week was a great success. The primary intent of this celebratory week is to highlight the thousands of Health Information Management (HIM®) professionals who perform their duties masterfully throughout the year. CHIMA is pleased to provide support, representation, and training to HIM professionals for these valuable contributions to the health care industry. Many members took advantage of the free 'Big Data' CPE, online documents, articles, posters, and promotional items to aid in promoting and educating the general public about the HIM profession.

**OHA HealthAchieve:** CHIMA was thrilled to once again have a solid presence at this year's HealthAchieve Conference in Toronto on November 3rd-5th, 2013 and was proud to exhibit at this well-attended event. We showcased and educated the health care industry about the tremendous and exciting change that the HIM profession is undergoing.

We had the opportunity to once again host a 90 minute HIM Track Session which was very well attended with standing room only. The session focused on the Lifecycle of the Record and the importance of interprofessional collaboration. Presenters included CHIMA's VP of CCHIM, Kelly Abrams, Bill Pascal – on the Board of Directors at CHIMA and former CTO of the Canadian Medical Association; and Margaret Ann Kennedy, Senior Consultant, Business Analysis and Clinical SME with Global Village Consulting Inc.

**2014 CHIMA Conference Planning:** We have been busy this year planning and organizing the 2014 CHIMA Conference taking place October 15- 16, 2014 in Toronto, ON.



The theme, *Aspire & Lead* reflects the great amount of change among us. This year we want to focus on 'leadership' for the HIM professional to be successful in their careers. The conference will highlight the tools that the profession will need for workforce transformation and to lead themselves down a new path towards the many new and exciting HIM roles that are in our future. The conference program is dynamic and will engage all HIMs in learning about the future of the profession, how to be captains of their own future and provides an opportunity to network with fellow HIMs from across the country. As the profession is at the crux of change, it is imperative that the HIM professional learns all they can to adapt to the new realities. Be the change agents and lead the way.

To learn more or to register for the conference, please visit the CHIMA Conference website at  
<http://www.chima-conference.com>

**Salary Survey 2013:** A limited salary survey was developed for CHIMA by two HIM students who worked under the guidance of Paula Weisflock as their preceptor. This project fulfilled part of the project management, survey development, and practicum requirements of the student's studies.

The purpose of the survey was to capture a snapshot of the average salaries for HIM professionals that typically exist in a Canadian hospital setting. The survey focused on the roles of Director, Manager, Coordinator/Team Lead/Supervisor, Quality Specialist, Privacy Officer, Release of Information Specialist Decision Support/Data Analyst, DAD Coding Specialist, NACRS Coding Specialist, and Transcriptionist.

In order to maximize participation, the survey was kept to six questions related to location, facility type and setting, number of beds in operation, union affiliation, union/non-union salaries by roles, and certified member hiring practices.

A number of limiting factors (e.g., the very small sample size, non-response by some provinces/territories), means that results are not comprehensive and do not reflect a national flavour. The limited information analyzed provided insight into marked differences in union and non-union salaries across the country.

It was agreed that a full, comprehensive national survey is required. CHIMA wishes to thank Deanna Gardner and Greg Stefan, HIM students, for their leadership in this project.

# IFHIMA CONGRESS



After three full years of planning and organizing, the 17th IFHIMA Congress took place in beautiful Montréal, Québec last May. The event was a huge success with over 500 delegates attending from over 30 different countries.

The IFHIMA Planning Steering Committee (PSC), was established back in February 2011. The combined effort of the PSC, CHIMA and IS Event Solutions to ensure successful and profitable implementation of this international congress.

With the efforts of CHIMA, IFHIMA PSC and IS Event Solutions the following deliverables were achieved:

- Received over 180 abstracts from approx 26 different countries
- Secured exhibitors and sponsors
- Targeted registration numbers

With a theme of Health Information Management: Making a World of Difference, this international congress brought together Health Information Management (HIM) professionals, industry leaders and other key stakeholders from around the world.

Attendees took away key learning's from timely and relevant topics and enjoyed a chance to share best global practice with others in the industry.



## CCHIM (Canadian College of Health Information Management)

### PROGRAM Accreditation

In order for an HIM Program to receive Canadian College of Health Information Management (CCHIM) program recognition, a documentation review process was in place to assess if the program met all pre-determined standards. In 2009, two areas were missing from a formal accreditation process – an onsite visit to the academic institution and a report of key performance indicators. The report of key performance indicators was introduced in 2009 and, in 2010, the Council on Education and Professional Practice (CEPP) approved the inclusion of an onsite visit component to the program recognition process. In April 2013, the CCHIM program recognition process was formally changed to a full program accreditation. The next steps for CCHIM will be to prepare for and apply for membership in and accreditation with the Association of Accrediting Agencies of Canada.

CCHIM completed two program accreditations in 2013. The programs that were reviewed included Nova Scotia Community College (NSCC) and the Canadian Healthcare Association (CHA). The accreditation process included a complete and comprehensive review of the curriculum and a site visit. During the site visit, the review team conducted interviews with a number of stakeholders. This included, for example, current students, recent graduates, instructors, preceptors, and members of the program advisory committees.

### PROFESSIONAL ETHICS COMMITTEE Conduct Reviews

The CHIMA Professional Ethics Committee (PEC) receives formal complaints regarding a breach of the CHIMA Code of Ethics by certified members and completes an investigation into any and all alleged breaches. In the past year, three breaches have been reported and investigated. Two investigations were related to the National Certification Examination (NCE) and one breach was related to inappropriate access of personal health information. The consequences of a breach of the CHIMA Code of Ethics can result in consequences ranging from a written reprimand up to and including revocation of the CHIM credential and HIM professional title.

### ADVANCED CERTIFICATIONS in Health Information Management

In 2012, the CHIMA Board of Directors approved the investigation into four advanced HIM certifications:

- Terminology Standards
- Clinical Coding – Coding Classification, Advanced Coding Classification, Cancer Coding
- Clinical Documentation Improvement
- Decision Support

The business case for the Advanced Certification in Terminology Standards was created in association with Canada Health Infoway. The business case will go before the CHIMA Board of Directors for a final go/no go decision in spring 2014. The business case for the remaining three advanced certifications will be developed in 2014 with submission to the CHIMA Board of Directors expected in early 2015.

## PROFESSIONAL DEVELOPMENT and CPEs

CCHIM has also been busy developing new educational opportunities to support our members' professional development. Some of the continuing professional education (CPE) sessions held in 2013/14 include:

- 5 CPE WebEx sessions, 2 of which were free to our members
- 1 workshop which was the privacy summit (read below)

CCHIM also held 7 national certification examinations in the 2013/14 fiscal year.

**Privacy Summit :** On February 11, 2014, CHIMA and the Office of the Privacy Commissioner of Saskatchewan held a Privacy Summit in Regina, SK. The Summit focused on HIPA and privacy legislation in respect to four (4) main topic headings: Access, Disclosure, Security, and Consent. The one day summit included informative and educational sessions from various health care agencies in Saskatchewan, the Office of the Information and Privacy Commissioner of Saskatchewan, the Manitoba Ombudsman's office, and the Alberta Office of the Information and Privacy Commissioner. The summit was well attended and the feedback was very positive. We will be hosting similar education sessions across the country in 2014/15, so stay tuned.

**IFHIMA Education Day:** On May 11, 2013, CCHIM, in partnership with the Commission on Accreditation of Health Informations and Information Management Education (CAHIIM) hosted the IFHIMA Education Day. The day was filled with wonderful presentations by educators from Canada, Germany, Australia, and the USA.

With many changes in health information and technology in an electronic environment around the globe, the impact on curriculum, higher education, and faculty development are significant. This Education Day was a fantastic opportunity to provide a dedicated time for educators and interested health information professionals to learn from each other.

The theme for this forum was Quality Improvement with the following areas of focus:

- Quality assurance in health information education
- Academic integrity and accountability
- New or emerging topics in health information education
- Examples of learning activities, online courses, student projects
- Continuing education programs for health information professionals in the workplace
- Curriculum models in other countries for health information education.

We were pleased to have keynote speaker Merida Johns, from The Monarch Centre for Women's Leadership Development, join us to kick off the day. Merida's presentation focused on leadership for the Health Information Management (HIM) professional and provided implementation strategies to provide life-long skills in seeking and achieving success in leadership positions. We left feeling empowered and look forward to having Merida join us again for a half day workshop at the 2014 annual CHIMA conference to be held in Toronto on October 15, 2014.

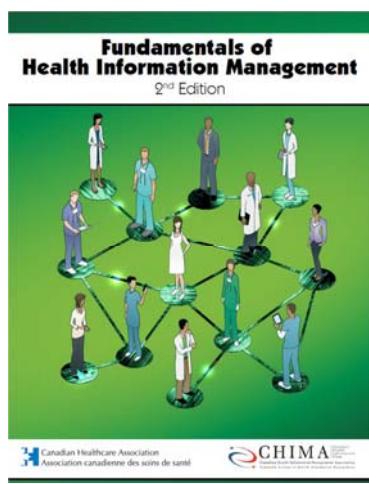
## PROFESSIONAL Practice Briefs (PPBs) and Primers

CCHIM revised the following Canadian publication resources for our members in 2013. The following PPBs were revised:

- 26R13 IT Primer for Interoperable Health Information
- 6R14 EHR Career Opportunities
- 14R14 Guidelines for Developing a Data Dictionary

A PPB development call for participation garnered over 50 members stepping forward to assist in this area. We are thrilled with the volunteerism our members have shown.

## PUBLICATION OF *THE FUNDAMENTALS OF HEALTH INFORMATION MANAGEMENT* – Second Edition



Released in May 2013, the revised textbook was written and reviewed by experts in the health information management field. The HIM profession has changed significantly in its scope and domains of practice in recent decades. Many new challenges and opportunities continue to arise. The textbook has been updated to reflect new learning content for curriculum and trends in HIM. The text includes discussions concerning the continuum of health data, the move to an integrated health record, and the fully electronic health record, privacy, an introduction and overview of health informatics. With over 500 pages of text, graphics, and references, this textbook is the premier reference for all HIM professionals in Canada and includes aspects of the core competencies required for certification as an HIM professional.

## ADVANCED STANDING Candidates

The Advanced Standing Candidacy programs went into full swing in 2013. These programs include options for external graduates, international HIM graduates, and AHIMA RHIA and RHIT graduates to pursue advanced standing recognition towards their CHIM certification. The uptake on the advanced standing options have demonstrated a need for the new program and have exceeded our expectations.

## Recognizing EXCELLENCE



The [Promising New Professional Award](#) honours a graduate student member who has demonstrated outstanding academic achievement at the time of being a student, and displays excellent work ethics that embodies the Mission, Vision and Values of CHIMA. We are proud to present this award to [Anatolii Marandiuk](#) (BC).

Since his graduation from the SIAST HIM Diploma program in 2011, he has successfully and quickly climbed to a managerial position. He achieved high academic performance during his two-year diploma program, despite not having English as his first language.

He has exhibited great insight into the HIM profession. His ongoing promotion of the HIM profession to other students and employees, demonstrates his leadership abilities and his commitment to the profession. He also displays a high ethical standard and professional conduct.

The [Volunteer Award](#) is 'an award of merit to one recipient who champions the profession through leadership, promotion (marketing) and representation of the profession.' We are proud to present this award to [Donna Wong](#) (BC).

Over her career as an HIM professional, Donna has always been an advocate for the HIM profession. Through her patient and caring nature, she has mentored many individuals and has always been willing to help and encourage those around her, despite the ever-changing dynamics of the profession, ensuring a smooth path for new HIM professionals.

She has exhibited honesty, loyalty, integrity and commitment to quality, and has worked tirelessly in leading, inspiring and supporting the profession both provincially and nationally. Donna is currently employed as a Decision Support Analyst for Vancouver Coastal Health (VCH), and has taught online and in person HIM/HI Programs.

The [Honourary Life Member Award](#) recognizes an individual who has advanced the ideals of CHIMA, has demonstrated expertise in health information management and professional practice, as well as a commitment to volunteerism and the College. CHIMA is proud to present this award to [Valerie Alston](#) (ON).

Val has been a certified member of CHIMA for over 33 years. She has personified all of these qualities, through her life-long commitment to CHIMA and the HIM profession. Through her knowledge and expertise to advance and advocate for the profession, she has shown her true dedication to the health care industry.

**Congratulations, Anatolii, Donna and Val!**

# Financial OVERVIEW

Maintaining the viability of CHIMA/CCHIM, while meeting current and future strategic priorities and effective representation for our members and the profession, is a critical goal for CHIMA each year. In order to better serve our members and support the future of the profession and association, in 2013-14, we directed major attention and resources to Workforce Transformation, Evolve the College (Advanced Certifications), and the HIM Life-Cycle Standards projects. We also commenced with the planning and implementation of a new Database and Information Technology upgrades/requirements, all of which is essential to the effective and efficient delivery of services.

Over the past year, the decision to move forward with these critical projects to advance the future of the HIM profession and the association, resulted in a year-end negative operating balance of (\$8,364). While operating costs continue to rise and we are faced with working within our limited resources (human and financial), CHIMA is steadfastly committed to continue to invest in strategic priorities, initiatives and projects that better serve its members, and the HIM profession as a whole. We recognize that vast change is happening and the impact it is having on the HIM profession. This change is happening now, time is of the essence and we must be aggressive in transitioning the profession and investing in the future of the HIM profession. To this end, we continue to prioritize our focus and strategically allocate our limited resources accordingly.

In planning for the future, CHIMA and the Board of Directors are aware of the significant role they have as stewards of CHIMA's resources and understand the need to plan for the future of the profession.

Thank you to our members and staff who have contributed tremendously to the positive financial performance.

## **Canadian Health Information Management Association and Canadian College of Health Information Management**

### Summary Statement of Revenues and Expenses

(Unaudited)

As at February 28, 2014

	2013/14		2012/13	
	Budget	Actual	Budget	Actual
	\$	\$	\$	\$
Revenues		\$1,372,598	\$1,381,862	\$1,451,388
Expenses		\$1,409,386	\$1,390,226	\$1,451,267
Excess (deficiency) of revenue over expenses		(\$36,788)	(\$8,364)	\$121
 <i>Other expense amortization</i>			\$52,065	
<i>Excess of revenues over expenses (expenses over revenues) for the year</i>			(\$60,429)	\$121
				\$18,190

**Canadian Health Information Management Association and  
Canadian College of Health Information Management**

Summary Statements of Financial Position and Fund Balances

(Unaudited)

**As at February 28, 2014**

	<b>Operating Fund</b>	<b>Property and Equipment Fund</b>	<b>Endowment Fund</b>	<b>2014 Total</b>	<b>2013 Total</b>
	\$	\$	\$	\$	\$
<b>Assets</b>					
Current	\$834,039		\$21,496	\$855,535	\$1,198,978
Long term		\$235,849		\$235,849	\$43,323
<i>Total assets</i>	<i>\$834,039</i>	<i>\$235,849</i>	<i>\$21,496</i>	<i>\$1,091,384</i>	<i>\$1,242,301</i>
<b>Liabilities</b>					
Current	\$1,144,431		-	\$1,144,431	\$1,238,498
Long term	\$149,006		-	\$149,006	\$189,277
<i>Total liabilities</i>	<i>\$1,293,437</i>	<i>\$0</i>	<i>-</i>	<i>\$1,293,437</i>	<i>\$1,427,775</i>
<b>Fund balances</b>					
Opening	(\$236,070)	\$29,478	\$21,118	(\$185,474)	(\$185,321)
Excess of revenues over expenses (expenses over revenue) for the year	(\$8,742)	(\$52,065)	\$378	(\$60,429)	\$18,190
Earnings from C.H.I.M. Information Consulting Inc.	\$43,850	-	-	\$43,850	(\$18,343)
Interfund transfers	(\$258,436)	\$258,436	-	\$0	
<i>Closing</i>	<i>(\$459,398)</i>	<i>\$235,849</i>	<i>\$21,496</i>	<i>(\$202,053)</i>	<i>(\$185,474)</i>
<i>Total liabilities and fund balances</i>	<i>\$834,039</i>	<i>\$235,849</i>	<i>\$21,496</i>	<i>\$1,091,384</i>	<i>\$1,242,301</i>

A full set of "reviewed" financial statements for the fiscal year ending February 28, 2014 are available upon request. Please contact Cathy Brooks at 519-438-6700 extension 226 or via email at [cathy.brooks@echima.ca](mailto:cathy.brooks@echima.ca)

## 2013/2014 BOARD OF DIRECTORS / STAFF

### CHIMA Board of Directors

#### Executive of the Board

Nancy Haugen, Chair (BC)  
Kathleen Addison (AB)  
Sandra Cotton (ON)  
Candace Gibson (ON)

#### Members of the Board

Sharon Baigent (BC)  
Christine Bolduc (QC)  
Gail Crook (Ex-Officio)  
Leah Gougen (NB)  
Bill Pascal (ON)  
Margaret Penchoff, CEPP, CHAIR (NB)  
Altaf Stationwala (ON)

### CHIMA Staff

Gail Crook  
Tamara Stefanits  
Kelly Abrams  
Paula Weisflock  
Fiona Hill-Hinrichs  
Cathy Brooks  
Tasha Clipperton  
Jennifer Crook  
Laurie-Ann Duguay  
Dan Heffernan  
Anne Watson