



College of Audiologists and
Speech-Language Pathologists of Ontario
Ordre des audiologistes et
des orthophonistes de l'Ontario

November 28, 2014

Ms. Suzanne McGurn
Assistant Deputy Minister
Health Human Resources Strategy Division
Ministry of Health and Long-Term Care
900 Bay Street
MacDonald Block, 2nd Floor, Room M2-61
Toronto ON M7A 1R3

TRANSMITTED BY EMAIL

Dear Ms. McGurn,

RE: CASLPO Current Transparency Practices and Planned Enhancements

As requested by the Minister, the Hon. Dr. Eric Hoskins, the College of Audiologists and Speech-Language Pathologists of Ontario (CASLPO), is pleased to report to you on the specific steps that we are taking to enhance public transparency measures, as outlined in the Minister's letter of October 4, 2014 and your subsequent letter of October 28, 2014 sent to all College Presidents, Registrars and Executive Directors. We endorse very strongly the Minister's commitment to transparency, and are prepared to build on our existing practices in this area.

Our approach to transparency and accountability is always informed by our understanding of our role as a regulator: *Within our available resources and knowledge base, we are strongly committed to minimizing adverse risks to patients treated by those practitioners whom we regulate. Our mandate is to ensure that all our registrants are committed to adhering to ethical, professional standards of practice and conduct. We are accountable to the people of Ontario for the trust which they have placed in us.*

In this letter, we will review, for each area of College activity, our current transparency practices and the steps we are taking to put in place new measures and approaches to Transparency.

Introduction

The Minister asked that each College Council “make transparency a priority objective” in their strategic plans. Our most important core value is “accountability and transparency”, which we describe as follows: “The College is accountable to the public, the government and its members through governance and administrative processes that are open, fair, responsive, respectful and professional.”

Our College was created in 1993, as provided for in the *Regulated Health Professions Act, 1991*, (“the RHPA”) and the *Audiology and Speech-Language Pathology Act, 1991* (“ASLPA”). Our governing Council is constituted as follows:

- 7 Public Members
- 9 Professional Members
- 2 Academic Members

We have an annual budget of \$2.5 million and a staff of 10. The College has a current registration of 3,795 members, with 692 being Audiologists and 3,103 being Speech-Language Pathologists. Each year, we process approximately 170 to 200 applications for membership and 50-70 members retire from practice. Each year, the College on average receives between 25 and 35 complaints and reports concerning members. In 2013, we rendered decisions in 24 cases.

Since its inception, the College has had a strong commitment to principles of public transparency and accountability. We have worked collaboratively with our stakeholders, the Ministry, counterpart regulators in other provinces, the Office of the Fairness Commissioner and our sister regulatory Colleges here in Ontario through the Federation of Health Regulatory Colleges of Ontario (FHRCO). Currently, our Registrar is the Vice-President of the Federation. These interactions provide access to many avenues of best practices with respect to transparency and accountability. Most notably, the work the Colleges affiliated with the Advisory Group for Regulatory Excellence (AGRE) completed regarding the development of a set of Transparency Principles has been most helpful. As with many other Colleges, our Council has endorsed this set of principles and we are fully committed to their realization within our own College and across the regulatory system.

Change To Increase Transparency

I am pleased to report that at our next meeting of Council on December 12, 2014, we will be considering an amendment to our current Strategic Plan that will enhance our existing commitment to transparency as an operating principle. The proposed amended goal would read “Advance Regulation in the Public Interest through Improved Transparency and Accountability” The current Strategic Plan is in its third and final year of operation. As we develop a new three-year strategic plan in the spring of 2015, Council will accord transparency goals and measures a

very high priority. Our most recent Annual Report includes a summary of our current Strategic Plan, as well as the College's vision, mission, mandate and core values. [To view the Annual Report, click here.](#) The vision, mission and mandate are inscribed on the walls of our Council boardroom and Discipline Hearing Room.

We intend overall to increase our levels of public transparency, while remaining in compliance with Provincial privacy legislation.

A) Council Activities

We note that in your letter of October 28, 2014, you describe transparency and accountability as "pillars of good governance", and you indicate that the Premier has stated that she wants her government "to be the most open and transparent government in the country". We applaud these values and commitments and very much share them.

Transparency must begin at the governance level. As with all Colleges, our quarterly council meetings are open to the public. Council meeting dates that are confirmed for the upcoming year are posted on the CASLPO website in advance of each meeting. The website indicates that the meetings are open to the public, and that Council meetings are used to address a broad spectrum of issues important to the provision of high quality audiology and speech-language pathology services and to develop policies to guide the professions.

The confirmed Council meeting dates are also sent to the FHRCO administrator to circulate accordingly, and post on the FHRCO website along with other College Council meeting dates for the year.

Following Council meetings, our website is updated in the 'What's New' section with any significant information or milestones noted. Further, all Committee activity is published within the Annual Report accessible for the public and members via our website. The report is sent each year to the Minister and all MPPs, as well as a large number of stakeholders.

A biography of each Council Member is posted on the College's website. A list of statutory and non-statutory committees, including their terms of reference, are also described. Further, a chart identifying the committee compositions, including any non-Council professional members, is also posted.

Changes To Increase Transparency

In order to enhance the transparency of our governance decision-making, we will, beginning January 1, 2015, post on our website all Council meeting agendas and minutes as well as all meeting background materials (unless of an identified confidential nature as set out in Section 7 of the Procedural Code of the "RHPA").

Our Council members have been closely following developments concerning transparency initiatives in other jurisdictions and articles in the media concerning transparency matters including the investigative reporting of the *Toronto Star*, *CBC* and others. We realize the

importance of transparency in the development and furtherance of good governance and public accountability. We also note that increased levels of transparency must be accompanied by a strong re-commitment by regulators to improve associated governance procedures and operational processes, as well as decision-making and outcomes. Transparency, though important, is only one of several pillars in upholding the public trust and serving the public interest. Therefore, Council will be increasing in the coming year its existing focus on Council member orientation, training and continuing education to ensure that we all perform at the high levels required and expected.

B) Regulations, By-Laws, Standards and Policies

In accordance with the *RHPA*, the College circulates, to the membership and other relevant stakeholders when required, proposed changes to Regulations and By-Laws. The College also regularly engages members and other stakeholders for consultation regarding standards and policies and changes therein. The materials made available during the consultation process include drafts of the proposed documents along with supporting explanatory documents. These materials are made available on the College's website. The College welcomes input from anyone, regardless of whether the individual or organization was originally designated for feedback. The College provides at least 60 days for feedback. This is then carefully reviewed and provided to the appropriate committees, if applicable, and ultimately to Council for final consideration.

Change to Increase Transparency

To improve our current engagement with the public, members and stakeholders, we will in future make available on the College's website all consultation feedback received as well as a detailed summary of the consultation steps, processes and expected timelines for decisions.

C) Public Register

In recent years, there has been an increasing focus in the media and elsewhere on the information concerning individual College members which should appear on College Public Registers. Your letter of October 28 asks us to respond specifically, in this area. Our Public Register of members appears on our website. Our existing By-Law #6 (see attached) sets out what information must appear respecting members. This is information additional to that required by subsection 23(2) of the *Procedural Code* of the *RHPA*, which lists 14 categories of information which must appear in the Register respecting members. Our By-law #6 outlines an additional 16 categories of information which may appear respecting a member. However, no information is published, which the Registrar in his discretion, feels would jeopardize the safety of an individual.

Changes To Increase Transparency

As mentioned earlier, our Council has endorsed the Transparency Principles developed by AGRE. We are aware that some Colleges have also proceeded to draft and circulate By-law

changes relating to enhancing transparency. Arguably, they have had the advantage of being able to study many such enhancements through their discussions over the last year under the auspices of AGRE.

While timely response to issues of public interest and safety are very important, I am sure you would agree that in moving forward with enhanced transparency measures, particularly those relating to Complaints and Investigations, it is imperative that all Colleges do so in an informed, effective, consultative and democratic manner. Therefore, we are committed to review placing additional information on our Public Register relating to ICRC outcomes. Any By-law changes required will be the subject of a 60-day consultation with the public, members and stakeholders, with a view to implementing any changes by October of 2015 at the latest.

In addition, we will consider placing relevant information about a member resulting from criminal proceedings, as well as additional information about members which is obtainable from other regulators. We will consider placing on the Public Register confirmations made under section 36(1)(g) of the RHPA when the College is investigating a member, where there is a compelling public interest in the disclosure of that information.

Although not technically part of the Public Register, we will also examine placing information on our website about College prosecutions of unauthorized practise or “holding out” cases.

D) Registration Process

The College currently provides information about its registration requirements and processes on its website. The following information is highlighted:

- The homepage provides a prominently featured link for Applicants that outlines the different pathways to becoming a member of CASLPO for:
 - Canadian Graduates
 - International Graduates
 - Professionals from Other Regulated Provinces
- The Fees section provides an outline of all the fees charged by the College relating to the assessment of an application.
- The Application Timeline section provides a breakdown of the timelines associated with processing an application.
- The Application materials are provided in both English and French and may be downloaded from the website.

The Office of the Fairness Commissioner (OFC) requires regulated professions to submit reports about their registration practices and their compliance with the provisions for fair access to regulated professions provided in the *Health Professions Procedural Code* (the Code) set out

in Schedule 2 of the RHPA. CASLPO's Fair Registration Practices Reports are posted on the College's website annually.

The College provides training in plain language writing to key staff involved in writing registration materials, policies, guidelines, decisions and other communication with applicants. The College, in compliance with Section 1b of the *Code*, provides to applicants, at their request, all of their relevant application information.

Changes To Increase Transparency

To enhance transparency regarding the College's processes relating to registration assessment for applicants, the College will:

- Develop a survey to determine whether the College's registration policies and criteria are written in a way that makes it easy to interpret and apply them. If the College identifies concerns with the ease of understanding and interpretation of registration policies and criteria, the College will make necessary modifications to improve registration materials.
- Develop a survey to determine whether the College's written communication to applicants – particularly decision letters and reasons – is clear for applicants. If the College identifies concerns with the clarity of its written communication to applicants, the College will make necessary modifications and improvements.

E) Complaints and Investigations Process

The College provides information on its website about the complaints and investigation processes. It is intended to help both members and the public understand what to expect before, during and after a complaint is made. The website explains how to make a complaint, who at the college (staff and committees) is involved in the complaints and investigations processes and what options are available to the Inquiries, Complaints and Reports Committee (ICRC) when deciding how to dispose of a complaint. The information also lists the members of ICRC and its terms of reference.

The process is transparent for the member and the complainant. The entire complaint, except in exceptional circumstances, is provided to the member. The member's response is given to the complainant. If the complainant responds to this, this response is then provided to the member. Complete investigation reports and, when obtained, expert opinions, are also provided to the member who is given a reasonable opportunity to provide a written response. The ICRC decision is provided to the member and complainant and, if reasons are required, these are also provided to both parties.

Complaints decisions (where the result is something other than a referral to discipline or a referral for an incapacity inquiry) may be appealed by either party to the Health Professions Appeal and Review Board ("HPARB"). HPARB decisions are available on the internet on the CanLII website.

Changes To Increase Transparency

We will be revising our current information provided to members of the public, complainants and members about the College complaints and investigations processes, in particular, the mandatory reports processes provided for under the RHPA. In addition, we will be increasing the statistical information about complaints and reports contained in our Annual Report.

(As well, changes being considered relating to the Public Register and Complaints and Investigation processes, are referred to above in section C.)

F) Discipline

The College provides information about its discipline process on its website. Discipline hearings are open to the public. Rare exceptions to this are made only in cases where an individual's strong privacy or legal interests are in jeopardy (e.g., personal medical information, victims of sexual abuse). As outlined in the legislation, all discipline findings are recorded on the Public Register. Most are recorded **permanently**. There is the possibility that less serious findings can be removed after six years if the practitioner satisfies the Discipline Committee that continued public access no longer serves the public interest.

Specified allegations, including the date of the referral, are contained on the Public Register. Our website also provides a summary list of all current referrals, with a link to, and information about, how to access additional details on the Public Register. Details of orders made by the Discipline Committee are also on the Public Register. In addition, on our website, there is a copy of the Discipline Committee's "Rules of Procedure". The College posts dates of hearings and generally what the nature of the hearing involves (e.g. hearing on the merits, preliminary motions), locations of hearings and the fact that they are open to the public.

The website contains the names of members of the Discipline Committee, as well as Terms of Reference for the Committee.

Our By-Laws also provide that the College must publish the following on its Public Register:

- 7.1.11 Where the College is aware that a finding of professional misconduct or incompetence or similar finding has been made against the member by a body that governs a profession, inside or outside of Ontario, and that finding has not been reversed on appeal,
 - 7.1.11.1 a notation of the finding,
 - 7.1.11.2 the name of the governing body that made the finding,
 - 7.1.11.3 a brief summary of the facts on which the finding was based,

- 7.1.11.4 the penalty and any other orders made relative to the finding,
- 7.1.11.5 the date the finding was made, and
- 7.1.11.6 information regarding any appeals of the finding.

In addition, a summary of the discipline decision itself is included in the College's newsletter and/or our Annual Reports which are available on the College's website.

Appeals of discipline decisions are heard in open court and all appeal decisions are publicly available, usually online.

The College makes full disclosure of all information relevant to a discipline matter to the practitioner so that he or she can make a full response and defence.

Changes To Increase Transparency

To provide additional transparency with respect to Discipline matters, the College is immediately considering posting the complete Notice of Hearing and complete Decision and Reasons of the Discipline Committee, as well as prescribing the timing of when information must be posted to the website (e.g. within days of a referral being made to Discipline). This information will be posted in a way so that it is easy to find and understand.

G) Fitness to Practise

Our website contains the names of the members of the Fitness to Practise Committee as well as Terms of Reference for the Committee. Our website also includes information about how a matter proceeds to the Committee, and in what circumstances, including what is meant by "incapacity".

As fitness to practise matters involve the personal health information of the practitioner, usually involving mental illness or addiction, human rights considerations mandate a high degree of privacy. Fitness to Practise hearings are closed to the public. However, where a finding is made, certain information is still placed on the public register.

Our By-Laws provide that the College must publish the following on its Public Register:

- 7.1.12 Where the College is aware that a finding of incapacity or similar finding has been made against the member by a body that governs a profession, inside or outside of Ontario, and that finding has not been reversed on appeal,
 - 7.1.12.1 a notation of the finding,
 - 7.1.12.2 the name of the governing body that made the finding,
 - 7.1.12.3 the date the finding was made,

- 7.1.12.4 a summary of any order made as per sections 23(8) and (9) of the Code, and
- 7.1.12.5 information regarding any appeals of the finding.

Appeals of Fitness to Practise decisions are heard in open court and all appeal decisions are publicly available, usually online.

The College makes full disclosure of all information relevant to the incapacity concerns to the practitioner so that he or she can make a full response and defence.

H) Discretionary Disclosure Provisions

The College has the discretion to make information available to appropriate authorities under section 36 of the *Regulated Health Professions Act* (the "Act"). The circumstances where disclosure can be made under these provisions include the following:

- a) to the extent that the information is available to the public under this Act, a health profession Act or the *Drug and Pharmacies Regulation Act*;
- b) in connection with the administration of this Act, a health profession Act or the *Drug and Pharmacies Regulation Act*, including, without limiting the generality of this, in connection with anything relating to the registration of members, complaints about members, allegations of members' incapacity, incompetence or acts of professional misconduct or the governing of the profession;
- c) to a body that governs a profession inside or outside of Ontario;
- d) as may be required for the administration of the *Drug Interchangeability and Dispensing Fee Act*, the *Healing Arts Radiation Protection Act*, the *Health Insurance Act*, the *Independent Health Facilities Act*, the *Laboratory and Specimen Collection Centre Licensing Act*, the *Ontario Drug Benefit Act*, the *Coroners Act*, the *Controlled Drugs and Substances Act (Canada)* and the *Food and Drugs Act (Canada)*;
- e) to a police officer to aid an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result;
- f) to the counsel of the person who is required to keep the information confidential under this section;
- g) to confirm whether the College is investigating a member, if there is a compelling public interest in the disclosure of that information;
- h) where disclosure of the information is required by an Act of the Legislature or an Act of Parliament; and
- i) if there are reasonable grounds to believe that the disclosure is necessary for the purpose of eliminating or reducing a significant risk of serious bodily harm to a person or group of persons.

In exercising the discretion to disclose information, the College considers the risk of harm that could result if the information is or is not disclosed, any harm to the College's own processes by making disclosure, and matters of fairness to the practitioner. For example, if a practitioner is applying for registration with another regulator (either in Ontario or elsewhere) the College will,

advise the other regulator of any concerns about the practitioner's conduct, competence or capacity. In addition, the College has cooperated, including the sharing of information with law enforcement officials, when there have been concerns that a member has committed a criminal offence. The College is also a party to a Memorandum of Understanding regarding concurrent investigations with all of the other *RHPA* Colleges wherein the Colleges acknowledge the value in sharing information about investigations with other Colleges, and are committed to do so as permitted by the *RHPA*, unless there are circumstances that would make this problematic.

Changes To Increase Transparency

The College will be developing and publishing guidelines setting out when discretionary disclosure of information will be made, including reports to the Police of any apparent criminal behaviour engaged in by a member of the College.

I) Inspections

The College is not mandated to operate an inspections program, such as for facilities.

J) French-Language Services

A person has the right to use French in all "dealings" with a College, defined, as set out in the *Procedural Code of the RHPA* as "any service or procedure available to the public or to members and includes giving or receiving communications, information of notices, making applications, taking examinations or tests and participating in programs or in hearings or reviews" (Section 86). In addition, a person's right to French-language services is, "subject to the limits that are reasonable in the circumstances". The Council of a College is directed by the *Code* to "take all reasonable measures and make all reasonable plans to ensure that persons may use French in all dealings with the College". Therefore, with the resources available, the new CASLPO website includes registration-related forms, practice standards, position statements, several of the practice guidelines and financial statements, in both English and French. If any document is available in French, it has been clearly indicated by the clickable "FRE" beside the translated title. Other information is provided in French upon request and based on available needs and resources in accordance with the *RHPA*. Should there be a need for a member of the public, or professional member to contact one of our French-speaking practice advisors, CASLPO has identified those practice advisors on our website. In addition, College office Reception services are provided in both languages.

Changes To Increase Transparency

The College is reviewing its provision of French-language services with a view to making enhancements in this area.

K) Quality Assurance

The College provides information about its Quality Assurance program on its website.

Since the purpose of the program is to work with practitioners to enhance their practice, it is conducted on a “no blame” basis. The program is constructive and positive, looking for ways to improve practice rather than identifying misconduct. The legislation requires that quality assurance information about individual practitioners be kept confidential. However, if significant concerns are identified, they are reported to the ICRC. If a matter is then referred to the Discipline Committee, it will be made publicly available at that point.

One of the most effective ways to protect the public from the delivery of sub-standard care or being subject to unprofessional conduct is to ensure that all Speech-Language Pathologists and Audiologists evaluate and maintain continuing competence and provide quality intervention to all Ontarians in accordance with the legislation, regulations, standards, guidelines and policies of the College.

Information regarding the Quality Assurance program can be found on CASLPO’s website. Each component of the program is outlined with links to the Self-Assessment Tool, Quality Assurance guides and information for employers.

Members of the public can also access the same information on Quality Assurance from other areas of the website, for example information on Peer Assessment is in the Employers’ section.

A “Short Guide to Quality Assurance” has been written following a plain language approach with the public in mind. Each section starts with a question, for example; “Why do we have a Quality Assurance Program?” and “Who decides the details of this Program?” This Guide outlines the four components of CASLPO’s Quality Assurance Program: Self-Assessment, Learning Goals and Continuing Education, Peer Assessment and Standards of Practice. The Guide can be found on the Public section of the website under Public Protection.

Over the last two years, the Quality Assurance Committee has been revising all aspects of the program. The changes have and will continue to be publicized in the Annual Report for the public to review. This year, we are pleased to report that we verified a participation rate by College members of 99.9%.

The Annual Report also provides information to the public on the results of the annual Peer Assessment process. This includes the number of members who demonstrated adequate knowledge, skills and judgement, met the Professional Standards and completed continual learning activities. Information is also given on those members who were required to submit further evidence in order to complete the Peer Assessment process.

Changes To Increase Transparency

Although current legislation requires that Quality Assurance information about individual members be kept confidential, more detailed aggregate information will be provided by the College in future Annual Reports about members whom the Quality Assurance Committee has determined need to submit further evidence in order to complete the Peer Assessment process. The aggregate information will include the specific areas of deficiency, for example: record keeping, obtaining consent to treat or supervising support personnel.

L) Other Programs

Practice Advice

CASLPO has a Practice Advice team in place that offers members of the public and members of the two professions advice on practice standards and regulatory processes. This advice is offered in both English and French through telephone, e-mail and in person. In the quarter April to June 2014, the College received 314 requests for advice, of which 60 were from members of the public, representing nearly 20% of all contacts. This service is very effective in assisting the public regarding what they may expect in terms of safe, quality care from our members.

Communicating to Our Public: Accessibility

Speech Language Pathologists and Audiologists offer services to people who live with some sort of communication barrier, be it an inability to hear the spoken word or difficulty in understanding written or spoken language or communicating so that others easily understand. The College is very aware of these needs.

Information has been made accessible for more vulnerable members of the public. The College follows established principles of communication accessibility, and is in compliance with the *Access for Ontarians with Disabilities Act (AODA)*:

- The use of short sentences written in the present tense using the active voice
- Professional jargon, polysyllabic words and acronyms are avoided
- Key information words are highlighted in a larger font of a different colour to help with literacy challenges
- Careful use of graphical illustrations are employed to help with understanding

Staff has been trained to communicate with members of the public who live with communication barriers such as hearing impairments and speech and language disorders. This includes the use of assistive devices such as Bell Relay to help members of the public with a hearing loss communicate via the telephone.

Changes to Increase Transparency

The College will determine further documents to be adapted into a communicatively accessible format to ensure that members of the public living with a communication barrier can better understand regulation and their right to receive effective, quality service from speech-language pathologists and audiologists and to submit a complaint.

M) Communications and Outreach

Public Awareness and Education

CASLPO has advertised annually in multiple Ontario newspapers, including an insert in the *Toronto Star* for Speech and Hearing month in May as well as print advertisements in selected publications, such as *MacLean's*, *Forever Young Information (FYI)* and *Today's Parent*. We also participated in Dr. Marla Shapiro's "Canadian Better Living" program on CTV and in Videocasts on Daily Web TV. Comprised of public and professional members, the Patient Relations Committee of the College oversees public awareness initiatives.

Refreshed College Identity and New Website

This past year, CASLPO took the initiative to improve the College's "Brand" including refreshing the College's logo and to update the overall identity approach, and most importantly, staff took on a significantly large project of a complete website re-design.

New Website Features as of November 2014:

- Information more easily organized
- Easily accessible content structured by audience (Public; Members; Applicants)
- Separate area for "Employers"
- User friendly navigation
- Key documents available in French identified by "FRE"
- Mobile-friendly
- Improved search functionality
- All practice standards, position statements, & guides in one place
- Site map available from any page
- Member portal clickable from every page
- "Find a Practitioner" option accessible throughout
- News and events resource
- Popular links listed

Membership Engagement

CASLPO regularly hosts educational events, regional seminars and general education sessions for our members. These support the College's mandate to safeguard the public's right to quality audiology and speech-language pathology services by providing leadership and education to members of the professions. These supports have typically been provided in-person, via teleconference, webinar or as plenary sessions as part of a larger event. The Events section of the website includes a copy of the presentations from 2013 and 2014 and is updated frequently.

The College strives to provide members, the public and others with the resources needed to stay up-to-date on regulatory matters related to audiology and speech-language pathology. This is achieved by distributing either CASLPO's newsletter or information via group emails. Each past newsletter issue as well as 'Did You Know?' articles previously circulated are accessible on our website and contain a wealth of information on College activities and professional practice.

Changes to Increase Transparency

In the coming year, we will engage in enhanced public awareness and education activities, demonstrating how the public interest is protected through professional self-regulation, particularly in relation to the Public Register and Complaints process.

Conclusion

The College is reviewing all its transparency practices. The College is working closely with FHRCO. The College has attended a number of FHRCO sessions on the topic during the last month.

Ways of enhancing transparency will be on the Council agenda continuously over the next several years as we look to improve on an ongoing basis the transparency of College processes and decision-making. During 2015, it is anticipated that the College will discuss, publicly consult on, and implement many of the measures and initiatives listed throughout this letter.

The College will place this report, along with the Ministry letters of October 4, 2014 and October 28, 2014, on our website immediately.

The College is looking forward to working with the Ministry and FHRCO as we pursue these and other transparency initiatives.

Yours Sincerely,



Scott Whyte
President



Brian O'Riordan
Registrar

cc: Honourable Dr. Eric Hoskins, Minister of Health and Long-Term Care
Dr. Bob Bell, Deputy Minister, Ministry of Health and Long-Term Care
Helen Angus, Associate Deputy Minister, Policy and Transformation,
Ministry of Health and Long-Term Care
John Amodeo, Director, Health Systems Labour Relations and Regulatory Policy Branch,
Ministry of Health and Long-Term Care
Honourable Jean Augustine, Fairness Commissioner
Jim Wilson, MPP, Leader of the Official Opposition
Andrea Horwath, MPP, Leader of the New Democratic Party
Christine Elliott, MPP, PC Health Critic
France G  linas, MPP, NDP Health Critic
Council, College of Audiologists and Speech-Language Pathologists of Ontario
Members of the Board, Federation of Health Regulatory Colleges of Ontario (FHRCO)

Karen Luker, Executive Director, The Canadian Alliance of Audiology and Speech-
Language Pathology Regulators

Mary Cook, Executive Director, Ontario Association of Speech-Language Pathologists
and Audiologists (OSLA)

Joanne Charlebois, Executive Director, Speech-Language & Audiology Canada (SAC)