

# Annual Report 2016-2017

Canadian Association of Occupational Therapists





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# President's message



**Nicola MacNaughton**  
CAOT President

As I reflect upon my first year as President of the Canadian Association of Occupational Therapists (CAOT), I am impressed - but not surprised - by the amount of progress we have made on delivering the strategic plan, given our engaged board and hard-working staff. Priority setting and decision making have been aided by the transition to a principle-based framework and guided by our revised governance manual. Not flashy, but essential underpinnings of a well-run association.

I'm proud to be part of this. Proud that we are an association that walks the talk when it comes to valuing member input. My Great Ideas Portfolio – a simple concept that is proving to have impact in terms of capturing and responding to a wide swath of members' ideas, is being given prime time at board meetings. Great ideas include member expectations, their expressed needs and things that excite them – the three E's. Ideas are captured in a 'hopper,' then actively sorted by strategic alignment and tactical viability. The Great Ideas Portfolio is generating a positive energy at the board table – to 'just do it' when possible and to hear all voices and consider all options on a wider range of potential projects than

might otherwise be discussed. Thank you for contributing, and keep it coming to **[board@caot.ca](mailto:board@caot.ca)**.

I look forward to the coming year. There is so much positive momentum. Our membership chapters in British Columbia and Quebec continue to grow and gain traction as they advocate for and promote the profession of occupational therapy at a regional level. We are working more closely with our regulatory and academic partners, with the common aim of excellence in the profession as our driving force and the CORECOM project as our strategic marker. We also continued to strengthen our relationship with the Canadian Occupational Therapy Foundation by supporting research and grants to advance the profession that we are all so passionate about.

# Executive Director's message



**Janet Craik**  
CAOT Executive Director

This past year was one that significantly advanced CAOT's position on two fronts: as our members' career partner for life and as the trusted voice advocating for the profession of occupational therapy in Canada.

In survey work members told us the top reasons why they value their CAOT membership and we prioritized our resource allocation to further enhance each of these benefits. Our **Professional Development** team introduced eight new features including 24/7 On-Demand Practice Evidence Webinars and reduced Workshop fees. Our comprehensive **CAOT Professional Liability Insurance** became even more valuable with an increase to \$6 million in coverage per year for the same low price. New **practice resources** launched each quarter – three new books authored by CAOT members and two practice references. Members continued to enjoy and admire our **CAOT periodicals**; *OT Now* transitioned to new leadership and *CJOT* held conference workshops to support author submissions. CAOT provided networking and learning at CAOT Conference 2017 in Charlottetown, attended by 491 delegates, with 290 educational opportunities offered.

And CAOT, working on behalf of our members, posted an exceptional year in terms of **advocacy** by investing in short and long-term initiatives to represent and promote the profession to key stakeholders including government, health care partners and other influencers.

Our members have rewarded us with their interest and involvement in association programs and plans and their loyalty towards us at renewal. We are grateful for that. The CAOT community is strong and united – an underpinning that enables the association to achieve tangible results as we collectively advance on our mission of excellence in occupational therapy.

# Who we are and what we do



## Mission

Advance excellence in occupational therapy.

## Vision

Occupational therapy is valued and accessible across Canada.

## Values

Integrity  
Accountability  
Respect  
Equity  
Innovation  
Transparency  
Diversity  
Collaboration

Serving the profession since 1926, CAOT is the professional organization that gives voice to the more than 16,000 occupational therapists who work and study in Canada. CAOT members improve the health and well-being of Canadians by creating solutions that help them participate more fully in activities that are important to their everyday lives. With our national office located in Ottawa and regional chapters in British Columbia and Quebec, CAOT works on behalf of its members to:

- Foster a sense of community that encourages pride in, and strengthening of, the occupational therapy profession through networking, innovation, knowledge exchange, and caring.
- Improve access to, and utilization of, occupational therapy by advocating to government and health care decision-makers for better recognition of the contribution occupational therapy brings to the health and well-being of Canadians.
- Advance and enhance best practices with professional development and practice resources that are current, relevant, and affordable.

- Steward and safeguard the profession by accrediting occupational therapy programs in Canada and administering the National Occupational Therapy Certification Exam (NOTCE).

## Strategic Priorities 2016-2019:

1. Support occupational therapists in the evolution of their practice and the pursuit of excellence.
2. Advance awareness, understanding, and use of occupational therapy.
3. Position CAOT as the knowledge and resource hub for occupational therapy practice in Canada.
4. Foster a vibrant and sustainable CAOT.

# Fostering a community of members



CAOT is, first and last, a member-based organization that invites input from all corners of the profession to guide our direction and set our priorities. It is CAOT's collective support for the profession of occupational therapy across this vast country that inspires our strong and growing membership.

- A celebratory mood permeated CAOT member activities this past year:
  - At CAOT Conference 2017, we celebrated both Canada's 150th and National Aboriginal Day,
  - A special Canada 150 webinar offer was presented to members during renewal,
  - Over 40 members were honoured and recognized through receipt of a CAOT Award,
  - Future occupational therapists were 'pinned' during various university ceremonies, as a welcome to the profession and with congratulations from CAOT, and
  - CAOT marked two 50th anniversary milestones with valued partners - the Queen's University School of

Rehabilitation and the Newfoundland and Labrador Association of Occupational Therapists.

- CAOT-Qc, the Quebec regional chapter of CAOT launched. In response to a request from interested occupational therapists in Quebec, a membership chapter was established in October of 2016, to further advocacy and representation for the profession in that province. Under dedicated leadership, CAOT-Qc:
  - met with over 500 occupational therapists in person throughout the year,
  - hosted 17 in-person forums,
  - attended numerous regional events including the OEQ Colloque, and
  - moved forward on planning and information sharing with a CAOT-Qc interim advisory committee.
- CAOT-BC, now six years strong, engaged in over 50 promotional, representation and advocacy activities. In addition, two new practice networks were added, resulting in coordination of 14 distinct practice networks for members to share their expertise and experience.

“It is my great pleasure, as gold sponsor, to be taking part in the 50th anniversary of Queen's University School of Rehabilitation Therapy.”

Janet Craik  
Executive Director

2017 CAOT membership satisfaction survey ranks the top five member services as:

1 Professional development

2 Professional Liability Insurance

3 Practice resources, publications, & position statements

4 Journals & periodicals

5 Advocacy

- CAOT convened the profession in Charlottetown at CAOT Conference 2017, noting a significant increase in student registration, in social posts using #CAOT2017, and in active support of the fundraising auction by the Canadian Occupational Therapy Foundation.
- Throughout the year, CAOT hosted meetings with the leaders of occupational therapy associations from various countries including Australia, France, United Kingdom, and United States, as well as the global association, World Federation of Occupational Therapists, investing in information sharing on an international scale.
- CAOT moved forward on professional issues of collective importance during meetings of the Alliance of Canadian Occupational Therapy Professional Associations (ACOTPA) in January, April and June of 2017.
- The Great Ideas Portfolio was launched by CAOT President Nicola MacNaughton, to capture and act on the needs and expectations of membership and to involve the CAOT board in a systematic review and discussion of each idea.
- CAOT continued to increase its member outreach with an active roster of social media posts and exchanges on national and regional Twitter and Facebook sites and the launch of a

new website providing an easier “My Account” member interface. The #31dayOTchallenge generated 15 million social media impressions from more than 1000 participants.

- 16 occupational therapy classes across Canada attended CAOT pizza lunches and had their questions answered regarding CAOT programs, especially the National Occupational Therapy Certification Exam and CAOT Professional Liability Insurance.

“On behalf of CAOT and the board of directors, we honour your achievements and applaud your successes. We always know that there’s lots more to come from the Newfoundland and Labrador Association of Occupational Therapists.”

Nicola MacNaughton  
President, at NLAOT 50th Anniversary Celebration

# Advocating for change



“Occupational therapy can be a solution to pain management and the opioid crisis.”

Gregory Taylor,  
Canada's Chief Public  
Health Officer

CAOT engages in advocacy initiatives that position our profession for success, to better serve the health and well-being of Canadians. CAOT leads initiatives that promote the value of occupational therapy, building relationships with federal and provincial influencers and decision-makers based on shared priorities. To amplify the reach of our key messages, CAOT collaborates with health care partners and coalitions with common aims, to advance inclusion of occupational therapy as an essential, supported service in Canada's health care system.

## Important advocacy outcomes for 2016-2017:

- A close, long-term collaboration with Veterans Affairs Canada (VAC) and the Canadian Armed Forces (CAF) achieved a significant outcome as the CAF announced approval of funding for up to 30 occupational therapist positions, increasing access to occupational therapy services during the critical transition stages that military personnel face throughout their career and lifetime. The hiring announcement signals major progress in CAOT's advocacy efforts and acknowledges that a shared understanding of the unique role occupational therapists play in the lives of Canada's military personnel has been achieved. To better prepare occupational therapists for work within the CAF and VAC, CAOT produced a guidance document



*Working for the Canadian Armed Forces and Veterans Affairs Canada: A Guidance Document for Occupational Therapists*, unveiled at the 2017 Canadian Institute for Military and Veteran Health Research (CIMVHR) Forum.

- Focused involvement with the Coalition for Safe and Effective Pain Management (CSEPM) resulted in CAOT being provided a valuable opportunity to develop and submit solutions as part of a *Joint Statement of Action to Address the Opioid Crisis*, drawing attention to the importance of occupational therapy skills in addressing one of this nation's top health priorities. The Federal Minister of Health issued a call for input regarding the way forward on the crisis and CSEPM, a coalition of 12 health professions and research bodies, answered that call by developing recommendations to help optimize clinical alternatives for pain management in order to reduce reliance on opioids. CAOT contributed collectively with CSEPM and as an individual association. As a result, Health Canada is now armed with five new evidence-based documents that specify how occupational therapy services can help combat the opioid crisis; three of them detail

non-pharmacological occupational therapy interventions as effective alternatives to opioids, and two outline occupational therapy policy options for the Canadian health system that could reduce the impact of opioid use.

- Successful action was taken in response to the federal government identifying that taxation of employer-sponsored health and dental benefits was being considered for the 2017 budget. A coalition of health care providers, including CAOT, quickly formed to lobby against the notion, developing and launching the “Don’t tax my health benefits” campaign. High-level MP meetings took place, along with media engagement, creation of a public awareness website and dissemination of outreach materials. CAOT member involvement was encouraged. After almost 160,000 letters were sent to government officials, Prime Minister Trudeau reversed the government stance issuing a statement that government would not tax health and dental benefit plans.
- In response to an invitation to profile occupational therapy and CAOT during occupational therapy month, CAOT proudly co-hosted an October parliamentary luncheon with MPs Mark Warawa, Alistair MacGregor and Bruce Stanton. The well-attended reception for MPs and Senators gave CAOT an opportunity to share key messages regarding the role of occupational therapists in ‘improving lives and saving money.’ CAOT’s aim to position occupational therapists as cost effective and clinically effective members of integrated health care teams was advanced.

Two important invitations to address federal Standing Committees resulted: the Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities (HUMA), and the Standing Committee on Veterans Affairs.

#### Building the case for occupational therapy:

- With coalition partner HEAL (Organizations for Health Action), held quarterly update meetings, including with the Associate Deputy Minister at Health Canada, Marcel Saulnier.

“Occupational therapists do fantastic work!”  
Federal Minister of Health Jane Philpott



- Contributed to stakeholder dialogue regarding the care of seniors at two McMaster Health Forums: “Strengthening Care for Frail Older Adults in Canada,” and “Enhancing Equitable Access to Assistive Technologies for Older Adults in Canada.”
- Asked the Canadian Life and Health Insurance Association (CHLIA) to champion the inclusion of occupational therapy in extended health benefits plans.

“Occupational therapists play a key role in helping seniors maintain and improve their ability to perform daily tasks.”

BC Seniors Advocate  
Isobel Mackenzie

- Responded to a request from the College of Family Physicians of Canada (CFPC) for education on driver retirement, resulting in CFPC publication of a clinical fact sheet for their members.
- Presented a paper at the Canadian Institute on Health Information conference (CIHI) regarding the profile and value of the occupational therapy workforce in Canada.
- Supported:
  - adoption of a statement on early childhood education and care, as a member of the Canadian Coalition for Public Health in the 21st Century (CCPH21),
  - a statement on household food insecurity set out by the Dietitians of Canada,
  - Bill C-277: to develop a national palliative care framework, as a member of the Quality End-of-Life Care Coalition of Canada (QELCCC), and
  - “Demand a Plan” call for a national seniors strategy
- Submitted a pre-budget consultation brief to the Standing Committee on Finance articulating three recommendations in support of clinically and cost-effective occupational therapy services.
- Contributed to health system discussions at the Assembly of First Nations’ Non-Insured Health Benefits (NIHB) Program service provider forum.

“We underuse nurse practitioners, occupational therapists and the like.”

André Picard, Globe & Mail health columnist

- Shared key messages at iPolitics Breakfast “Vital Signs – A checkup on the National Health Accord.”
- Sent letters of congratulations and introduction to new federal cabinet members announced in September 2017.
- CAOT-BC:
  - held a second Occupational Therapy Day at the BC Legislature,
  - prepared 12 submissions, including letters to the editor, presentations, and stakeholder reports in response to opportunities to promote, advocate, and represent occupational therapists, and
  - positioned occupational therapists in the Ministry of Health report recommending an increase of 50 allied health care FTEs within residential care facilities.
- CAOT-Qc:
  - published an article in response to the Quebec budget, titled *Occupational therapy – solutions to help Quebec advance on health care priorities*.

# Advancing excellence



CAOT Professional Development named most valued CAOT service.

31 Workshops

34 Practice Evidence Webinars

13 News & Resources Webinars

1 Management Monday

2000+ Participants!

Supporting a satisfying and rewarding occupational therapy career is the core of the CAOT member value proposition. To deliver on this promise, CAOT develops and disseminates programs and resources that are relevant and timely for our members and their practice, with a constant eye on innovation and trends that will advance excellence in the occupational therapy profession.

- To complement CAOT partnership work with Veterans Affairs Canada and the Canadian Armed Forces, the *Working for the Canadian Armed Forces and Veterans Affairs Canada: A Guidance Document for Occupational Therapists* was released, to prepare occupational therapists for upcoming roles within the Military.
- To further the CAOT focus on safe driving, *The National Blueprint for Injury Prevention in Drivers with Arthritis*, was released, for teams interested in advancing research, training curricula, practices, and policies in support of the over 4.6 million Canadians with arthritis who want to maintain their ability to drive.
- CAOT took steps to shift our collective narrative on Indigenous peoples, in response

to calls made in the Truth and Reconciliation Commission (TRC) report and upon reflection as health professionals and, more importantly, as individuals. At CAOT Conference 2017, CAOT sponsored a session "Truth and reconciliation: a call to action for occupational therapy," and focused the pre-conference Occupational Therapy Canada (OTC) reflection day on "individual learning and self-discovery to position occupational therapists to serve the best interests of, and work in alliance with, Canada's Indigenous communities."

- Improvements were made to CAOT's Professional Liability Insurance coverage to help members risk-proof their practice, increasing basic coverage from \$5M to \$6M without increasing the cost, and providing an automatic seven years of extended reporting after policy holders have ceased practicing.
- The CAOT President and Executive Director attended a Canadian Society of Association Executives (CSAE) Governance Forum, to build leadership skills that will help move the association forward strategically and accountably.

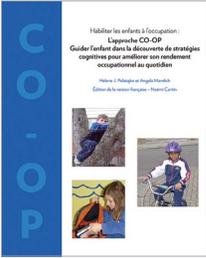
• CAOT-BC:

- conducted its bi-annual fee survey, then compiled a guide that outlines the range of fees being charged for occupational therapy services across the province. Provided solely for professional information, the resource is titled *Private Practice Occupational Therapy Services in British Columbia: Survey Results and Suggested Fee Guidelines* (2017),
- published 3 private practice issue papers in response to shifting context and trends identified by members, and
- disseminated a member survey report, results of which are used to inform the activities of the chapter.

CJOT impact factor increased from 1.179 to 1.255 in one year

5 CarFit training and public events/100+ participants

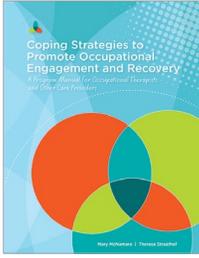
Three compelling new publications were launched to share knowledge and best practices with audiences who benefit from having these works as part of their learning library. All three were authored by CAOT members, promoting the expertise of our members to the broader health care community:



*Habiller les enfants à l'occupation: l'approche co-op guider l'enfant dans la découverte de stratégies cognitives pour améliorer son rendement occupationnel au quotidien*  
**Authors: Helene J. Polatajko and Angela Mandich**  
**French edition: Noémi Cantin**



*Enabling positive change: coaching conversations in occupational therapy*  
**Editors: Wendy Pentland, Jeanette Isaacs-Young, Jen Gash, Amy Heinz**



*Coping strategies to promote occupational engagement and recovery: a program manual for occupational therapists and other care providers*  
**Authors: Mary McNamara and Theresa Straathof**

# Safeguarding the profession



## Exam by the numbers:

**2** Dates:  
November 2016 &  
July 2017

**20** Sites

**79** Invigilators

**34** Special accommodations

**773** Writers

CAOT ensures that occupational therapy students receive a quality education that positions them for career success. CAOT accredits occupational therapist master's programs across Canada to ensure common national standards for entry-to-practice education. CAOT administers the National Occupational Therapy Certification Exam to measure whether occupational therapist graduates across Canada are prepared to practice with excellence and integrity and are ready to be accountable as a regulated professional. And CAOT accredits educational programs for occupational therapist assistant (OTA) and physiotherapist assistant (PTA) in Canada in collaboration with Physiotherapy Education Accreditation Canada (PEAC).

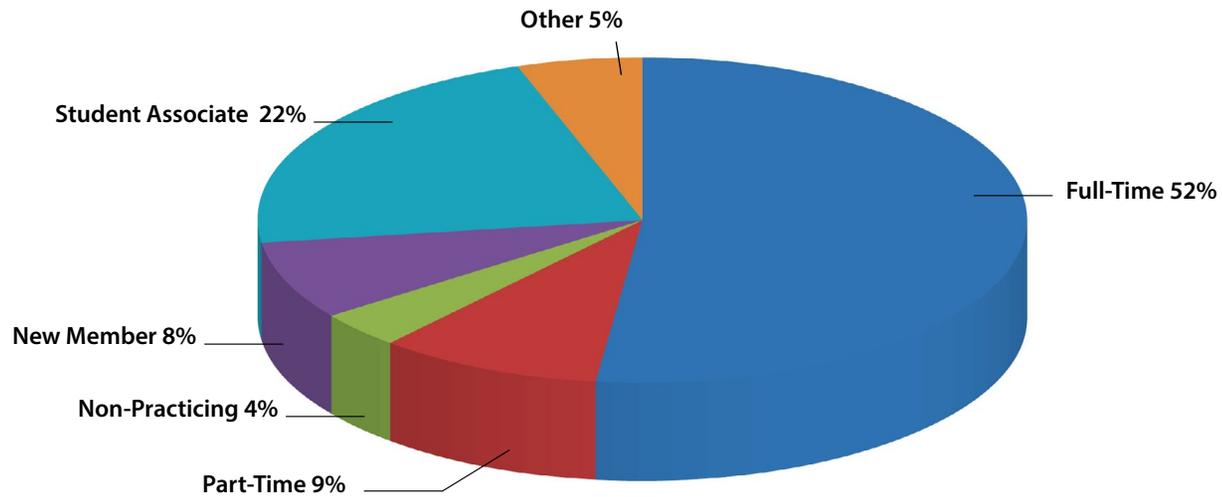
### Achievements in 2016-2017:

- CAOT signed a project plan for a collaborative initiative (CORECOM) with the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO), and the Association of Canadian Occupational Therapy University Programs (ACOTUP). The goal is to develop a single competency document that will outline entry- to-practice competencies and describe competencies used throughout occupational therapy practice.
- The national standards for entry-to-practice occupational therapy education were upheld through full policy reviews by both the national exam and accreditation programs. The accreditation standards review was included in the newly published World Federation of Occupational Therapists (WFOT) Minimum Standards (2017). These reviews were accomplished with hard work by members of the Certification Examination Committee (CEC) and Academic Credentialing Council (ACC).
- Issues surrounding the inclusion of students of all abilities in occupational therapy were discussed in drafting a position statement on inclusive education. Feedback is being sought from members of ACOTRO and ACOTUP.

# Outcomes (On September 30, 2017)



## Membership 2016 - 2017



## Social Media



Type	2015	2016	2017
Facebook page likes	4655	6421	7008
Twitter followers	3871	5307	6596
LinkedIn followers	4155	5372	5722
CAOT-BC blog followers	1079	1208	1378
CAOT-BC Twitter followers	638	1879	2495
CAOT-Qc Facebook page likes	n/a	402	694

# Awards



Excellence in the profession of occupational therapy was recognized at the awards ceremony at CAOT Conference 2017 in Charlottetown, Prince Edward Island.

Award	Recipient
Muriel Driver	<b>Lili Liu</b>
Helen P. LeVesconte	<b>Sandra Bressler</b>
Life Membership	<b>Susan Stanton</b>
Fellowship	<b>Annette Majnemer</b>
Leadership in Occupational Therapy	<b>Melanie Weller</b>
Award of Merit	<b>Marie-Josée Drolet</b> ; the Joint Accreditation Committee of the Occupational Therapist Assistant and Physiotherapist Assistant Program Education Accreditation Program
Innovative Practice	<b>Karen Rebeiro Gruhl and Jennifer Hardy</b>
Golden Quill	<b>Laurence Roy, Jacqueline Rousseau, Pierre Fortier and Jean-Pierre Mottard</b>
CAOT-BC Outstanding Occupational Therapist of the Year	<b>Susan Forwell</b>
CAOT-Qc Outstanding Occupational Therapist of the Year	<b>Annie Carrier</b>



# Financial report 2017 (Year ending September 30, 2017)

## Revenue

Accreditation & Exam	\$607,157	13%
Membership Fees	\$1,844,104	40%
Professional Development	\$641,542	14%
Publications	\$521,965	11%
CAOT Conference	\$288,455	6%
Membership Services	\$71,180	2%
Investments	\$28,060	1%
Insurance Premiums Earned	\$458,816	10%
Rent	\$48,447	1%
Product Recognition	\$53,140	1%
Other	\$11,950	0%
Actual Total Revenue	\$4,574,816	100%
Budget	\$4,367,532	
2015-2016 Actual	\$4,332,842	
Net Revenue 2016-2017	\$(124,042)	

## Expenses

Accreditation & Exam	\$310,797	7%
Membership Services	\$688,110	15%
Professional Development	\$336,219	7%
National Office Expenses	\$1,576,529	34%
Publications	\$620,524	13%
CAOT Conference	\$322,419	7%
Governance	\$146,235	3%
Communications & Divisions/ Committees	\$30,836	1%
Insurance Claim Expenses	\$100,000	2%
Insurance Commission Paid	\$282,133	6%
Insurance Administration	\$75,186	2%
Product Recognition	\$75,561	2%
COTF Grant	\$100,000	2%
Other and Special Project	\$34,309	1%
Actual Total Expenses	\$4,698,858	100%
Budget	\$4,485,820	
2015-2016 Actual	\$4,708,263	

Net Assets, Beginning of Year	\$2,489,044
Net Assets, End of Year	\$2,365,002

This information is intended as a brief summary statement of CAOT finances. CAOT members may request a copy of the audited financial statements by contacting the national office at 1 (800) 434-2268 ext. 248 or by emailing [finance@caot.ca](mailto:finance@caot.ca). The reports will be presented at CAOT's Annual General Meeting on March 26, 2018, 12:00 pm to 1:00 pm Eastern. Time. For more information, please visit [www.caot.ca/agm](http://www.caot.ca/agm).

# Acknowledgements

Thank you to the many volunteers who contribute their hours and expertise in support of the aims of the Canadian Association of Occupational Therapists. Your tireless work, often behind the scenes, and your passion for the profession, are what make this association truly strong, purposeful and human.

## CAOT board of directors

(On September 30th 2017)

**Nicola MacNaughton**  
President

**Christine Fleming**  
Interim Vice-chair

**Jean-Pascal Beaudoin**  
Interim Secretary

**Jutta Hinrichs**  
Treasurer

**Leslie Smith**  
British Columbia

**Shaniff Esmail**  
Alberta

**Christine Fleming**  
Saskatchewan

**Lisa Diamond-Burchuk**  
Manitoba

**Phillip Wendt**  
Ontario

**Martine Brousseau**  
Quebec

**Claudia Martin**  
New Brunswick

**Carolyn Kelly**  
Nova Scotia

**Marilee Miller**  
Prince Edward Island

**Sarah Burt**  
Newfoundland and Labrador

**Cathy McNeil**  
Territories

**Elliot PausJensen**  
External Director

**Andrew Freeman**  
World Federation of  
Occupational Therapists

## CAOT committee chairs

(On September 30th 2017)

Executive Committee,  
**Nicola MacNaughton**

Governance Committee,  
**Jean-Pascal Beaudoin**

Finance, Audit and Risk Committee,  
**Jutta Hinrichs**

Awards, Appeals, **Christine Fleming**

Complaints, **Huguette Picard**

Academic Credentialling Council,  
**Nadine Larivière**

Certification Examination Committee,  
**Joan Versnel**

Conference Scientific Program Committee,  
**Mary Forhan**

OT Now Editorial Board, **Flora To-Miles**

CJOT Editorial Board, **Helene Polatajko**

CAOT-BC Advisory Committee,  
**Laura Bulk**

CAOT-Qc Interim Advisory Committee,  
**Martine Brousseau**

# CAOT staff (On September 30th 2017)

**Havelin Anand**

Director of Government Affairs  
and Policy

**Giovanna Boniface**

National Director of Professional  
Affairs and CAOT-BC Managing  
Director

**Janet Craik**

Executive Director

**Michelle de la Salle**

Customer Service Representative –  
Membership Services

**Christine Dettwiler**

Membership Services Coordinator

**Alison Douglas**

Director of Standards

**Chantal Houde**

Communications Coordinator

**Tracy Jolliffe**

Business Development  
Administrator

**Tracy Kelso**

Membership Services Manager

**Vicky Lafortune**

Business Administrator

**Christina Lamontagne**

Professional Development  
Coordinator

**Julie Lapointe**

Director of Knowledge Translation  
Programs

**Vickie Leblanc-Maisonneuve**

Customer Service Representative –  
Business Development

**Zoey Lin**

Business Administrator

**Suzanne Maurice**

Director of Administration

**Ryan McGovern**

Exam Services and Accreditation  
Coordinator

**Breann Oneid**

Professional Development  
Administrator

**Andrea Santos**

Executive Assistant

**Lisa Sheehan**

Conference and Events Manager

**Sarah Charles**

Service Coordinator – CAOT-BC

**Danielle Stevens**

Graphic Design and Production  
Manager

**Pat Underwood**

Director of Communications

**France Verville**

CAOT-Qc Managing Director

**Vicky Wang**

Director of Finance

