



COLLEGE OF
CHIROPRACTORS
OF ALBERTA

Regulating chiropractic in Alberta in the public interest

ANNUAL REPORT TO GOVERNMENT



Vision

The College of Chiropractors of Alberta (CCOA) is recognized as a leading health professional body demonstrating excellence in chiropractic regulation.

Mission

The College of Chiropractors of Alberta protects and serves the public through regulation to ensure safe, competent and ethical chiropractic care.

Values

Integrity

We operate in a manner that is honest, thoughtful, ethical and inclusive.

Accountability

We are responsible for what we do and provide clear justification for our decisions.

Transparency

We clearly communicate the reasons for our actions and decisions.

Proportionate

We utilize a right-touch regulatory approach that focuses on the issue, with a response that is appropriate to the risk.

Agility

We proactively regulate by monitoring, adapting to and anticipating change.

Strategic Goals

1. Ensure the standards promote excellence of care while being responsive to emerging developments.
2. Ensure the practice of regulated chiropractors is patient-centered through safe, competent and ethical care.
3. Maintain and enhance public trust and confidence in CCOA and strengthen productive relationships with our stakeholders.
4. Optimize organizational capacity and effectiveness, recognizing our staff is CCOA's greatest resource.

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Land Acknowledgement

CCOA acknowledges operates within Treaty 6 Territory and Metis Region 4, in amiskwaciwâskahikan.

We would like to thank the diverse Indigenous Peoples whose ancestors’ footsteps have marked this land as the territories for the nêhiyaw (Cree), Dené, Anishinaabe (Saulteaux), Nakota Isga (Nakota Sioux), and Niitsitapi (Blackfoot) peoples.

CCOA is dedicated to truth and reconciliation, and to supporting culturally safe health care to Indigenous people. As part of our commitment, together with the Federation of Canadian Chiropractic, CCOA is working with Innovation 7 on an Indigenous Framework to improve Indigenous patient experiences nationally and provincially.

Glossary

Regulated chiropractors or registrants

Regulated chiropractors in Alberta who renew their practice permit annually to entitle them to practice.

Public Members' Message

The *Health Professions Act* requires that members of the public are represented equally within a college's governance structure to reflect the mandate of protecting the public interest above all else. We are pleased to fulfill our roles as public members on CCOA Council.

This past year, our work continued to be guided by four strategic goals that reflect our commitment to regulatory excellence, public safety, public trust and organizational effectiveness. As Public Members, we are proud to report our direct contributions to strategic initiatives, including transformation of the continuing competence and practice visit programs.

This year we welcomed Shanine van Rooijen as a new Public Member on Council. This new appointment by the Government of Alberta will bring another fresh perspective and continued public accountability to our work. While our full Council complement is 50 per cent Regulated Chiropractors (5) and 50 per cent Public Members (5), we are currently at five Chiropractors and three Public Members.

We would like to acknowledge the exceptional collaboration with our Council colleagues as we govern chiropractic regulation in Alberta and the excellent work of CCOA staff. Guided by the strategic plan, together, we are focused on effective regulation of chiropractic care to ensure the protection of the public.

Regards,



Michael Kim
Public Member



Ashley Runka Owens
Public Member

Chair and CEO Message

On behalf of the Council and staff of the College of Chiropractors of Alberta (CCOA), we are pleased to present this report highlighting our organizational and governance accomplishments during Year 3 of our five-year strategic plan.

We are proud to report significant progress across all areas of our mandate. From advancing the Standards of Practice review, developing an organizational risk management framework, presenting Alberta-led research on chiropractic attitudes at an international conference, to strengthening core competencies and refining regulatory programs, our efforts have been both ambitious and impactful. We have deepened our commitment to diversity, equity and inclusion through training and development. We have also strengthened our commitment to Truth and Reconciliation through active participation in the development of the Federation of Canadian Chiropractic's Indigenous Framework.

These accomplishments are not without challenges. CCOA continues to manage a high volume of complaints. The cost and complexity of managing complaints and discipline continue to rise. We also manage recurring regulatory issues within the profession, such as communication, efficacy claims, advertising, record-keeping, boundary and consent issues. Despite the challenges faced, we take pride in the organization's unwavering commitment to its core mandate—protecting the public—while keeping its strategic plan's key initiatives on track. This progress reflects the exceptional dedication of CCOA staff and the steadfast leadership of Council.

As we move forward, we remain committed to enhancing public trust by setting and enforcing standards in order for the public to receive safe, competent and ethical chiropractic care from 1,288 chiropractors currently registered to practice in Alberta.

Respectfully submitted,



Dr. Jason Hollingsworth, DC
Chair



Linda Sahli, BA, JD
Chief Executive Officer (CEO)

Who we are

The College of Chiropractors of Alberta is the body established by Government that regulates chiropractors in Alberta. CCOA protects the public and helps ensure professional accountability, within the legislative framework of the *Health Professions Act (HPA)*.

Regulation is a privilege granted to a profession by the public, in exchange for the commitment that the regulatory body will govern the profession in the public interest and for the public good. CCOA is committed to governing in a manner that acknowledges and respects this privilege.

What we do

CCOA accomplishes its regulatory role of protecting the public and patients in accordance with the HPA by:

- Registering Alberta chiropractors who meet the initial and continuing requirements for a practice permit.
- Establishing and enforcing a Code of Ethics, Standards of Practice, Bylaws and other practice guidelines.
- Establishing, monitoring, valuating and enforcing professional, clinical and ethical standards.

- Establishing and enforcing a continuing professional competency program for all registrants.
- Investigating complaints and initiating disciplinary proceedings when necessary.

In Alberta, chiropractors must:

- Have obtained a degree from a Doctor of Chiropractic program approved by Council, including treating patients in a supervised clinic for two years.
- Pass the national two-part written and clinical competency examination.
- Participate in the continuing competence program for professional development.
- Renew their practice permit annually.
- Be trained in trauma-informed care.
- Maintain certification in Basic Life Support including CPR.
- Meet good character requirements and advise CCOA immediately of any criminal charges or complaints and discipline from other regulators or associations.
- Follow all standards, directives, programs and rules of CCOA.



Services provided by chiropractors

A regulated chiropractor assesses, diagnoses and manages musculoskeletal (MSK) disorders, injuries and conditions through therapeutic interventions that are within the scope of practice.

Diagnostic services include a patient case history, physical examination, appropriate selection of diagnostic imaging or laboratory testing when needed. When making a diagnosis, chiropractors must provide a report of findings and a treatment plan to patients. Chiropractors refer non-MSK conditions and out-of-scope conditions to other health care providers including specialists for consultation and/or treatment.

The Canadian Chiropractic Guideline Initiative (CCGI) publishes and updates evidence-based clinical guidelines for chiropractors, including condition-specific guidance for the diagnosis and management of MSK conditions. Therapeutic interventions provided by chiropractors may include condition-specific education and rehabilitation such as spinal manipulation (adjustments), modalities (i.e., laser, ultrasound, shockwave therapy), soft tissue mobilization/manipulation and exercise. Chiropractors may provide acupuncture or dry needling if they have obtained advanced education and authorization from CCOA. In addition to condition-specific interventions, chiropractors provide general advice on the benefits

of exercise, sleep hygiene education, nutrition advice and a balanced diet as part of healthy living.

Chiropractors must be truthful, accurate and factual when communicating health information. Evidence does not support spinal manipulation (the chiropractic adjustment) for the management of non-MSK disorders. Evidence also does not support spinal manipulation having a physiological effect on organs and their function, the immune system, the nervous system or as an intervention for disease or psychosocial health. Chiropractors cannot directly treat non-MSK conditions such as autism, ADHD, epilepsy, cancers, diabetes or Parkinson's disease nor can they provide psychosocial interventions or mental health counselling. Chiropractors also must not provide advice on immunization or usage of medications.

Authorized use of titles

The *Health Professions Act* and the Chiropractors Profession Regulation authorize registrants of CCOA to use the following titles, abbreviations and initials:

- Doctor of Chiropractic
- Chiropractor
- Registered Chiropractor
- D.C.
- Doctor or Dr., *in connection with providing a health service within the practice of chiropractic*



Council

The College of Chiropractors of Alberta is governed by a Council that is responsible for making decisions that serve the public interest and help ensure the provision of safe, competent and ethical chiropractic care in Alberta.

At its full complement of 10, Council's composition is 50 per cent Council-appointed regulated chiropractors and 50 per cent government-appointed public members. During 2024-2025, five regulated chiropractors and three public members served on Council.

All Council members are required to make decisions in the best interests of Albertans. Regulated chiropractors provide a clinical and practice perspective to Council's decision making in the public interest. Public members provide a critically necessary public-oriented perspective. The Chair of Council is appointed by sitting Council members and can be a public member.

In addition to an orientation program for new members as well as regular meetings, CCOA Council participates in a two-day learning retreat annually, focused on board governance and regulatory practice.

2024-2025 Council

Public Members



Michael Kim



Patricia Pelton
(until September 2024)



Ashley Runka
Owens

Regulated Chiropractors



Jason
Hollingsworth
Chair*



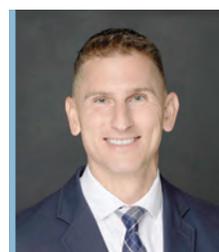
Christopher
Nutting,
Vice Chair



Moe Gebara



Aurora Ongaro



David Opresnik

Governance Committee



Christopher
Nutting, Chair



Michael Kim



David Opresnik



Patricia Pelton

Finance and Audit Committee



Ashley Runka
Owens, Chair



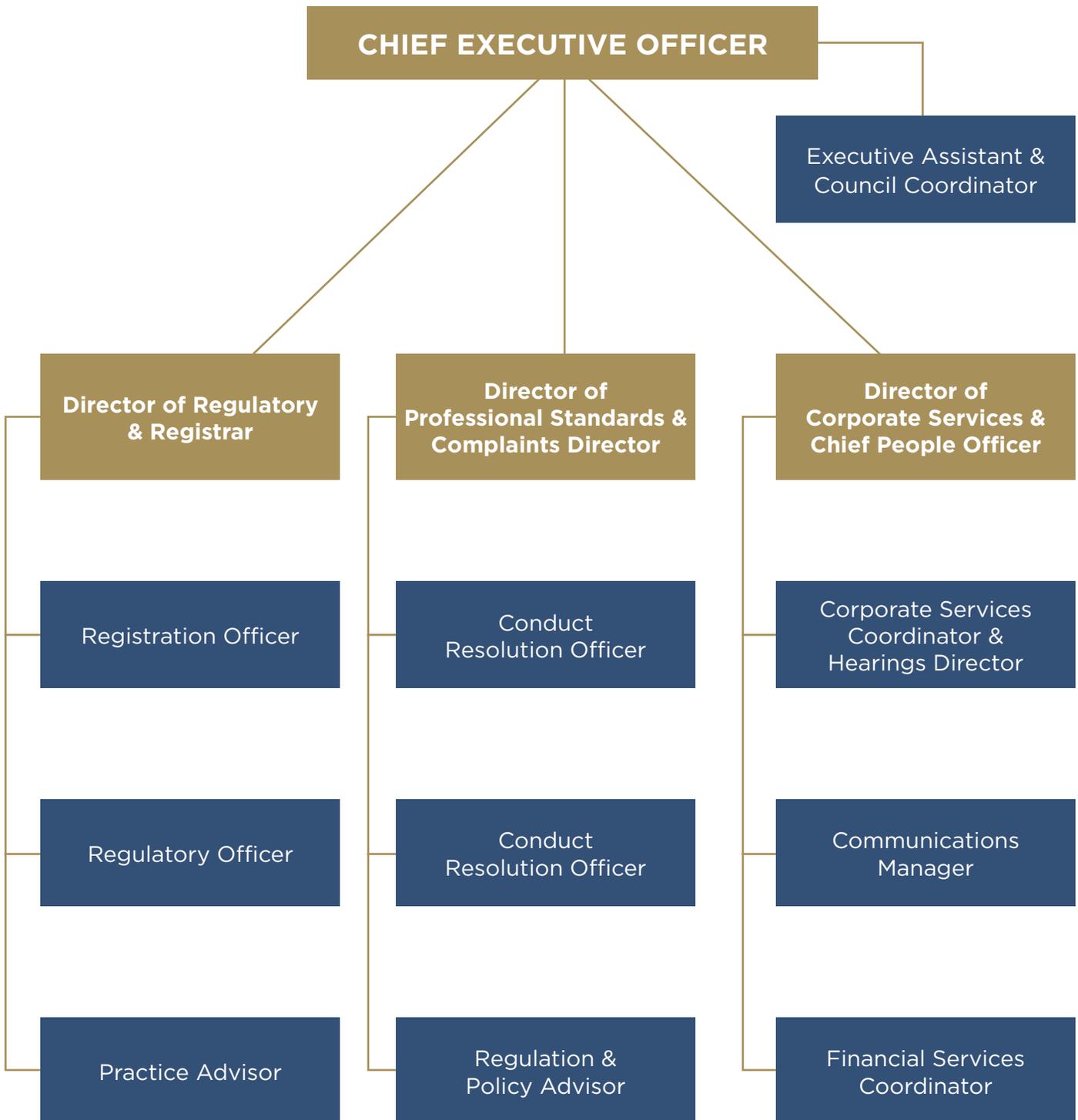
Michael Kim



David Opresnik

*The Chair sits as ex-officio
on all committees.

ORGANIZATIONAL CHART



*As of June 1, 2025



Organizational accomplishments

CCOA is comprised of three functional areas: Regulatory (Registration and Quality Assurance); Professional Standards and Complaints and Corporate Services. On top of regular regulatory duties, CCOA accomplished a great deal during Year 3 of the five-year strategic plan as set out by Council. Here are the highlights of the key strategic initiatives:

Strategic Goal 1:

Ensure the standards promote excellence of care while being responsive to emerging developments.

- Progress on the Standards of Practice (SP) project (to review, assess and revise) including consultation with regulated
- Progress on the Standards of Practice (SP) project (to review, assess and revise) including consultation with regulated chiropractors, a jurisdictional scan of SP from other regulated health professions and a literature review.
- Presentation of Attitudes of Practicing Chiropractors survey results, a joint CCOA and Parker University study, at the World Federation of Chiropractic Biennial Congress in Copenhagen, Denmark.
- Shift to annual Basic Life Support training (from three-year certification to one-year certification) to keep regulated chiropractor skills current for patient safety and in alignment with expectations of other health professionals. Research shows CPR skills diminish a year after taking First Aid training.

- Ethical decision-making scenarios with preferred actions outlined were shared with regulated chiropractors on topics such as fundraising and gifting; dual relationships, particularly in a rural setting; dealing with adverse events and effective communication.

Strategic Goal 2:

Ensure the practice of regulated chiropractors is patient-centered through safe, competent and ethical care.

- Refinement of the preceptorship program.
- Development of core competencies through engagement with an external vendor, CSC Collaborative.
- Webinar on Maintaining Public Trust through Professional Communications. The webinar was designed to encourage regulated chiropractors to reflect on the impacts of their communications-to patients, the public and the profession.

Strategic Goal 3:

Maintain and enhance public trust and confidence in CCOA and strengthen productive relationships with our stakeholders.

- Management of a high volume of increasingly complex complaints, which contribute to rising costs of regulating the profession.
- CCOA participation on the Alberta Federation of Regulated Health Professions (AFRHP) and Federation of Canadian Chiropractic (FCC).
 - o Staff serve on the AFRHP Board and each AFRHP Interest Group (seven in total) for knowledge-sharing, collaboration and trends identification.
 - o CCOA FCC participation contributes to national regulatory coordination for interjurisdictional registration; approval of chiropractic programs and specialty colleges; entry-to-practice competencies; patient safety and regulatory best practices among chiropractic regulators.

- CCOA representation at World Federation of Chiropractic. Two CCOA delegates attended the WFC's Biennial Congress May 2025 in Copenhagen, Denmark, where they met with colleagues worldwide as well as participated in presenting research conducted in Alberta.
- Recruitment and orientation of new Hearing Tribunal and Complaints Review Committee volunteers.

Strategic Goal 4:

Optimize organizational capacity and effectiveness, recognizing our staff is CCOA's greatest resource.

- Addition of a second Conduct Resolution Officer to support Complaints' administration.
- Addition of a Regulation & Policy Advisor to support Professional Standards, including the Standards of Practice review project.
- Equity, Inclusion and Diversity training for CCOA staff, including:
 - o IDEA (Inclusion, Diversity, Equity and Anti-racism) Fundamentals training
 - o "Addressing Sexual Violence in Health Professions: Bill 21 & Responding to Disclosures" workshop presented by the Sexual Assault Centre of Edmonton.
 - o An informative, historical tour of the Indigenous Peoples Exhibit at Fort Edmonton and a teepee building exercise, as part of the annual staff retreat.
- FCC Indigenous Framework
 - o As an FCC member and as a contributor, CCOA supports the FCC Indigenous Framework initiative. The framework will provide the basis for a reconciliation pathway that provides culturally safe chiropractic services and practices.
 - o During the past year, Indigenous chiropractors and patients were consulted as part of the framework development

process. The response from Indigenous chiropractors in Alberta was higher than any other provincial jurisdiction.

- Records management including digitization of all records, secure shredding of archived copies, with select records management storage implemented offsite.
- Transition from paper to digital (online) practice visit submissions.
- Optimization of the iMIS Member Centre, CCOA's content management system.
- Development and implementation of additional features in HUMI, CCOA's human resources portal.

Governance accomplishments

Public Members

Patricia Pelton completed her six years of service as a Public Member September 2024. Her exemplary Council service also included chairing the Finance & Audit Committee, sitting on the Governance Committee and the CEO Review & Compensation Committee. She was a valued contributor to Council discussions because she brought a breadth of experience from her years as a C-suite leader in health regions in Alberta, as a volunteer on numerous boards and as a physiotherapist.

In late spring 2025, the Government of Alberta appointed one new Public Member: Shanine van Rooijen, who will officially begin her service on Council fall 2025.

Appointments

Dr. Moe Gebara was re-appointed by Council for an additional year.

Professional Development

During 2024-2025, Council's learning focused on communication, regulatory governance and accountability. At the annual retreat, Council participated in a refresher course of Crucial Conversations for Mastering Dialogue as well as the sequel to that training, Crucial Conversations for Accountability.

All Council have now completed Introduction to Regulatory Governance training and new members, as part of their orientation, completed the Values-based Decision-making course.

Registrar's Message

The regulatory team was busy in 2024-2025 managing the registration/renewal of 1288 registrants including 80 new registrations and administering 59 changes in status to non-practicing. We administered 247 practice visits and completed 68 X-ray quality assurance program reviews. We also coordinated the registration and renewal of over 700 professional corporations held by registrants.

We facilitated adherence to the Professional Communication Directive; any advertising, marketing or promotion chiropractors use must be truthful and factual, in the public interest and within the chiropractic scope of practice. During 2024-2025, CCOA identified and provided direction to more than 40 registrants regarding concerns with their professional communication.

We embarked on the Year 3 key strategic initiatives defined in the strategic plan. Significant focus during this year was to revise the assessments completed under the practice visit program. This work included consideration of registrant feedback from consultation in prior years, extensive meetings with the competence committee and clinical advisors and council discussion. To accelerate this program change, the self-submission file review component of the practice visit program was paused April 2025.

CCOA presented research at the World Federation of Chiropractic meetings in Copenhagen on Alberta chiropractors' attitudes toward the International Chiropractic Education Collaboration Clinical and Professional Chiropractic Education Position and Implementation Statement. This presentation was well received and demonstrated that there is both interest and necessity for research on regulatory topics in the chiropractic profession.

CCOA continues to advance regulation in the public interest through meeting our legislated mandate while ensuring that chiropractors maintain competence and demonstrate professional development.



Dr. Todd Halowski, B.Sc., DC

Registrar

National Licensing Examination

The Canadian Chiropractic Examining Board (CCEB) develops and administers the written multiple choice and objective structured clinical examinations (OSCE) that are part of the qualifying licensing requirements for chiropractors in Alberta. The exam tests for entry-to-practice competencies that are approved by CCOA. The CCEB examination is a psychometrically valid, competency-based exam.

There are seven roles which are broken into key competencies and enabling competencies that are assessed as part of this examination. The seven roles are: Neuromusculoskeletal (NMS) Expert, Communicator, Collaborator, Health Advocate, Scholar, Professional and Leader.

Of note is that CCEB offers the written exam through remote proctoring allowing potential registrants to take the written exam wherever they are currently living.

To be a chiropractor in Alberta, registrants must pass the CCEB examination. Candidates must be currently attending or have graduated from a Doctor of Chiropractic Program (DCP) that has been accredited by a Council on Chiropractic Education accrediting agency. There is a limit of four attempts at any exam.

Registration reviews

There were no registration reviews by the Registration Committee in 2024-2025.

Canadian Chiropractic Guideline Initiative

Through a levy applied at registration and renewal, CCOA registrants support the Canadian Chiropractic Guideline Initiative (CCGI).

CCGI develops evidence-based clinical practice guidelines and best practice recommendations and facilitates their dissemination and implementation with the chiropractic profession. CCGI aligns with CCOA's strategic goal to ensure standards promote excellence of care while being responsive to emerging developments.

Federation of Canadian Chiropractic

CCOA is both a member and an active participant in the Federation of Canadian Chiropractic (FCC), a national leadership body with representatives of all provincial chiropractic regulators, educators and accreditors. Its mission is to promote the protection of the public and excellence in chiropractic education and care in Canada. Its work includes regulatory coordination for interjurisdictional registration; accreditation of chiropractic programs and specialty colleges; establishing entry-to-practice competencies and supporting patient safety with the chiropractic profession.

Dr. Todd Halowski, Registrar, was elected FCC President spring 2025. CCOA is pleased that a team member has a pivotal role on the national regulatory stage.

Active registrations



Practice permits

Denied or restricted	0
Cancelled	0
Suspended	1
With conditions	10

Note: Not all of these are new conditions or conditions from a registration decision.

Glossary

Special Exception – Chiropractors who have chosen to not see patients but maintain registration for administrative purposes. See AP 1.3 for details.

Changes of status to non-practicing

59

Courtesy registrations

Educational	13
Temporary	1
Average time on courtesy register (in days)	4

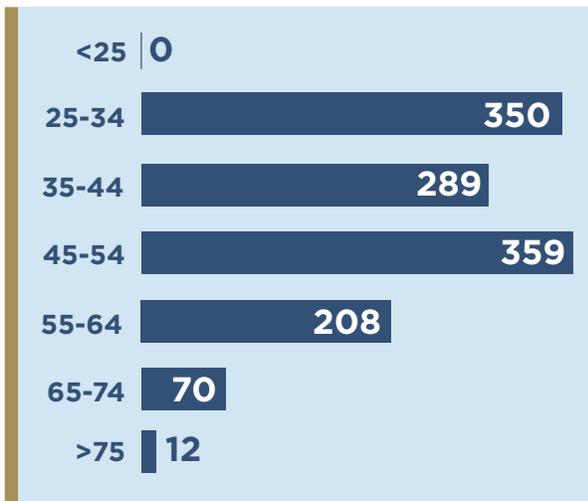
General reason for registration on the courtesy register is an education courtesy license for teaching the practice of chiropractic.

New registrations

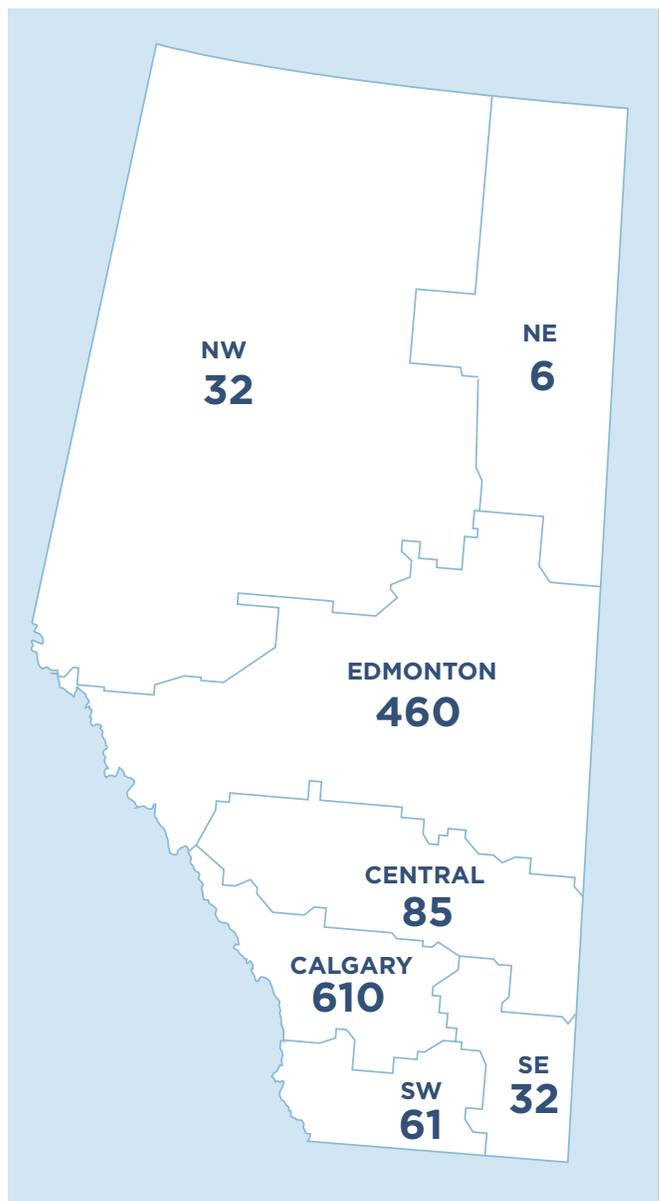
Total number of applications received	74*
Total number of registrations	80*
Total number of new registrations	64
Number of registrants who are new graduates of approved programs	52
Number of registrants through other routes (Canadian Free Trade Agreement (CFTA))	18
Number of new registrations for newcomers (practiced internationally)	5
Number of chiropractors returning to practice	5

**Registrations include applications submitted in 2023–2024 and 2024–2025 that became active during the 2024–2025 reporting period.*

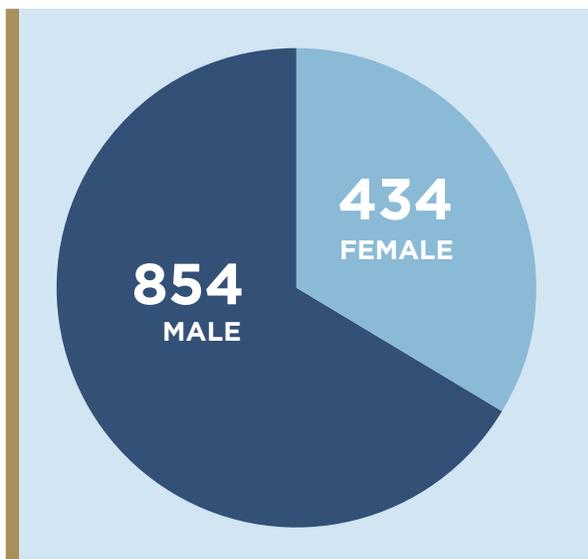
Registrants by age



Registrants per health corridor



Registrants by binary gender*



*The Government of Alberta requires colleges to report on binary gender.



Continuing Competence Program

Regulated chiropractors must maintain their competence and update their skills over time. Competence is defined as the combined knowledge, skills, attitudes and judgement. Chiropractors have a responsibility to embrace continuous learning and professional reflection on all aspects of their competencies.

CCOA, as regulator of the profession, has a Continuing Competence (CC) program that all chiropractors must complete every year. The program includes professional development and practice visits and helps registrants:

- Maintain professional and clinical competency.
- Learn and apply new diagnostic and therapeutic procedures.
- Enrich knowledge of emerging health care and chiropractic needs.
- Maintain professional standards.

The program is continually evaluated and modified as health care environments, the needs of patients change and gaps in the profession are identified.

Program operations

During 2024-2025, registrants had to complete 24 CC credits including trauma-informed care, record-keeping and Basic Life Support (CPR for health care providers) to maintain their registration.

Practice visit program

The practice visit program evaluates the minimum Standards of Practice required of all registrants and supports an appropriate level of quality assurance in the profession. All facilities, practices and procedures used by Alberta chiropractors must meet CCOA requirements including the Standards of Practice.

Registrants must complete a self-submission practice visit every three to four years. This year, 85 per cent of practice visits met the

minimum requirements, while 15 per cent of reviews resulted in directions imposed (including a remedial practice visit within a year). The practice visits helped registrants correct and enhance their examination skills to establish their diagnosis. Identified issues included the lack of communication of a treatment plan, failing to clearly inform the patient of the modality of care, frequency of care, duration of care and when and how a patient’s condition will be reassessed.

This year, two regulated chiropractors were referred to a coaching call where they were provided instructions for improvement and required to complete a remedial review within a year.

CCOA paused the self-submission practice reviews April 2025; the program will stay on pause until CCOA completes improvements to the assessment tools program.

Practice visits statistics

Number of reviews conducted	247
Number of remedial practice visits from period	45
Number of chiropractors referred to a coaching call	2
Number of chiropractors referred to discipline	0
Satisfactory reviews	85%
Failed reviews	15%

Quality Assurance Program

Registrants are authorized to apply X-ray imaging but must meet legislative standards. CCOA uses an X-ray Quality Assurance Program (QAP) self-submission review process to determine compliance. The self-submissions are composed of a sampling of patient X-rays and quality assurance forms from the registrants’ X-ray facilities. The purpose of reviewing radiographs is to ensure registrants meet standards for radiographic image production and to ensure patient exposure is clinically relevant and as low as reasonably possible.

QAP reviews

Total number of QAP reviews	68
Initial reviews	58
Remedial reviews	10*
Pass/fail rate	85%

**All deficiencies must be addressed within two months.*

Director of Professional Standards & Complaints Director Message

CCOA's goal is to help ensure patients receive safe, competent and ethical care when they visit a chiropractor. We do this by regulating chiropractors using the tools outlined in the *Health Professions Act (HPA)*, our governing legislation. We aim to provide a compassionate approach using the principles of right-touch regulation. Right touch does not mean light touch. This means we strive to be proportionate, consistent, transparent, accountable and agile in our approach to regulation.

Along with the privilege of being a regulated health professional comes an expectation of accountability. When chiropractors take responsibility for their actions, seek to understand the complainant's perspective and acknowledge the impact on them, show a desire to learn and improve, outcomes benefit all involved. In these cases, a remedial approach to resolution often highlights opportunities for the chiropractor to learn and improve their practice in the public interest. Those who do not demonstrate accountability through the complaints process may need a stronger approach to achieve the desired outcome of protecting the public.

Complaints activities

The past year focused on our continued efforts to manage complex complaints from prior years as well as new complaints received throughout the year. The types of complaints continue to be concerning and we receive a number of complaints from the public which have elements of professional boundary violations. CCOA is working on proactive strategies to mitigate risks to the public arising from circumstances of this nature.

CCOA also continues to see a high volume of complaints from the public and patients, including sexual abuse and sexual misconduct. In addition to this, we are managing an increase in litigiousness of chiropractors in these processes. To help manage the volume and complexity of complaints at CCOA, we have hired and contracted additional staff and support.

During 2024-2025, CCOA convened two section 65 (s. 65) committees. Under the HPA, an s. 65 application can be made by the Complaints Director or a hearing tribunal when there is a public safety issue that warrants suspending or placing conditions on a practice permit before the conclusion of investigations and hearings. The chiropractor has an

opportunity to respond to the application. The committee considers the application and the chiropractor's response and makes its decision in the best interests of the public. Both s. 65 applications resulted in a chiropractor's practice permit being suspended in the public interest.

CCOA has also been in the Court of King's Bench multiple times during 2024-2025, to defend and uphold s. 65 committee decisions. We expect Court challenges to continue in 2025-2026, including an anticipated appeal to the Alberta Court of Appeal.

Professional Standards activities

This year, we also led a comprehensive review of Standards of Practice for Alberta chiropractors, which will take two to three years to finish. During 2024-2025, a jurisdictional scan and consultation with regulated chiropractors was completed. The jurisdictional scan included reviewing literature and data on best practices in health profession regulation (for chiropractic and other health professions in Alberta and across different jurisdictions) as well as perspectives and expectations of the public as recipients of health services. Secondly, we surveyed regulated chiropractors to gather their initial perspectives on gaps in current standards and opportunities for improvement as we look at what future standards will look like.

Through daily and strategic work, we remain committed to serving and protecting the public through the legislative tools available while reinforcing standards of chiropractic care that uphold the public interest.



Kerstin Hurd, BScOT, CTAJ

Director of Professional Standards & Complaints Director

Complaints and Discipline Program

The College of Chiropractors of Alberta (CCOA) has an obligation under the *Health Professions Act (HPA)* to ensure the public receives safe, competent and ethical care from chiropractors practicing in Alberta. CCOA administers a complaints and discipline program in accordance with Part 4 of the HPA to address complaints that arise.

When CCOA receives a complaint about a chiropractor, the Complaints Director reviews the complaint and considers whether it is within the College's jurisdiction to address. An investigation may be conducted to gather additional information relevant to the reported issues.

Depending on the circumstances of the complaint, the HPA provides various options to address the complaint, including resolution with consent, dismissal, investigation and referral to hearing.

Patient relations program

The patient relations program provides funding for counselling to support patients with complaints of sexual abuse or sexual misconduct. Five patients accessed the program in 2024-2025.

While there were no new complaints received during this year that reported sexual abuse and/or misconduct, the College has seven open complaints of this nature from previous years. All have been referred to the Hearings Director.

Hearings

Two hearings commenced this year. One decision was handed down November 2024. The other hearing will continue into 2025-2026 with hearing dates set for July and September 2025.

Appeals

There were no discipline appeals to Council during the 2024-2025 reporting period.

Section 65 applications

Two s. 65 applications were made resulting in suspension.

Hearing Tribunal & Complaint Review Committee

CCOA issued a call for new Hearing Tribunal and Complaint Review Committee volunteers to complement the roster. All volunteers were provided an orientation and training for the role.

Complaints tracking

Carried over From previous years	17
Closed Resolved during 2024-2025	11
New Received during 2024-2025	14
Open As of June 30, 2025	26

Breakdown by type/nature of complaint

Status	New	Open
Sexual abuse and/or misconduct	0	7
Boundary issues	4	4
Professional communication and/or advertising	3	3
Ethical decision making	2	3
Adverse event response	1	1
Billing	1	1
Continuing Competence Program compliance	1	2
Injury from treatment	1	3
Practicing while suspended	1	0
Informed consent	0	1
Other unprofessional conduct	0	1
Total	14	26

Disposition of complaints

Chiropractor dealt with under Section 118	1
Complaints referred to a hearing	9
Hearings held	2
Complaints referred to an investigation	13
Complaints dismissed or redirected elsewhere	8
Complaints resolved informally (2 used Complaint Resolution Agreement)	3

Sources of complaints

From the public	9
From CCOA	5

Glossary

Section 65 application – An s. 65 application is made when it is believed that it is in the public interest to make an application to impose conditions or a suspension on a regulated health professional’s practice permit before the outcome of investigation and disciplinary processes.

Section 118 – If there are concerns about a regulated chiropractor’s capacity, the Complaints Director can direct the person to undergo an assessment of their physical or mental capacity and can direct them to submit to treatment if necessary.

*For the period July 1, 2024, to June 30, 2025



Registration Committee

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Dr. Leslie Davidson
Dr. Josline Hampson

Hearing Tribunal & Complaints Review Committee (CRC)

Dr. Leslie Aldcorn
Dr. Gordon Burns
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Dr. Michelle Takeuchi



College of Chiropractors of Alberta

Year Ended June 30, 2025

COLLEGE OF CHIROPRACTORS OF ALBERTA
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Year Ended June 30, 2025

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Icon Tower | / 301, 10138-104 St. NW
Edmonton, AB T5J 1A7
P: 780.424.3002 / F: 780.428.3345

INDEPENDENT AUDITOR'S REPORT

To the Members of College of Chiropractors of Alberta

Opinion

We have audited the financial statements of College of Chiropractors of Alberta (the "organization"), which comprise the statement of financial position as at June 30, 2025, and the statements of operations, changes in net assets and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at June 30, 2025, and the results of its operations and cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

(continues)

Independent Auditor's Report to the Members of College of Chiropractors of Alberta (*continued*)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Edmonton, Alberta
October 1, 2025



Bruce MS Mahon Professional Corporation
Chartered Professional Accountants

COLLEGE OF CHIROPRACTORS OF ALBERTA
Statement of Financial Position
June 30, 2025

	2025	2024
ASSETS		
CURRENT		
Cash	\$ 3,962,702	\$ 3,680,683
Accounts receivable	17,924	37,261
Prepaid expenses	135,283	100,494
	4,115,909	3,818,438
NON-CURRENT		
Property and equipment <i>(Note 3)</i>	72,242	45,005
Property and equipment held for sale <i>(Note 4)</i>	815,467	815,467
Long term receivables	10,259	17,729
Investments <i>(Note 5)</i>	2,218,923	2,057,122
	\$ 7,232,800	\$ 6,753,761
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities <i>(Note 6)</i>	\$ 204,888	\$ 178,175
Wages payable	35,888	37,234
Prepaid dues <i>(Note 7)</i>	2,911,050	2,559,141
	3,151,826	2,774,550
NET ASSETS		
Unrestricted	1,200,214	1,262,612
Invested in property and equipment	887,710	860,472
Internally restricted	1,915,808	1,790,108
Externally restricted	77,242	66,019
	4,080,974	3,979,211
	\$ 7,232,800	\$ 6,753,761

COMMITMENTS *(Note 9)*

ON BEHALF OF THE COUNCIL


 _____ Jason Hollingsworth, Chair

 _____ Finance & Audit Committee Chair

COLLEGE OF CHIROPRACTORS OF ALBERTA
Statement of Operations
For the Year Ended June 30, 2025

	2025	2024
REVENUE		
Registration and renewal fees	\$ 2,555,777	\$ 2,490,101
Investment income and other <i>(Schedule 1)</i>	222,095	251,568
Recovery charges	156,615	141,176
X-Ray program fees	17,675	14,240
	2,952,162	2,897,085
EXPENSES		
Human resources	1,515,197	1,420,061
Professional conduct	532,414	415,039
Corporate services	280,740	333,042
External support	209,574	165,435
Building operations	155,404	153,858
Governance	143,703	130,827
Continuing competence	79,405	58,978
Amortization	34,656	63,027
Regulation	19,154	74,798
X-Ray program costs	6,452	2,102
	2,976,699	2,817,167
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS	(24,537)	79,918
OTHER INCOME		
Conduct levy	126,300	-
EXCESS OF REVENUE OVER EXPENSES	\$ 101,763	\$ 79,918

COLLEGE OF CHIROPRACTORS OF ALBERTA
Statement of Changes in Net Assets
Year Ended June 30, 2025

	2024 Balance	Revenue	Expenses	Transfers	2025 Balance
UNRESTRICTED	\$ 1,262,612	\$ 3,060,787	\$ (2,935,591)	\$ (187,594)	\$ 1,200,214
INVESTED IN PROPERTY AND EQUIPMENT	860,472	-	(34,656)	61,894	887,710
INTERNALLY RESTRICTED					
Capital and building reserve	344,858		-		344,858
Risk management reserve	895,250		-		895,250
Regulatory reserve	550,000		-	125,700	675,700
	1,790,108		-	125,700	1,915,808
EXTERNALLY RESTRICTED					
X-Ray registration reserve	66,019	17,675	(6,452)	-	77,242
2025 TOTAL	\$ 3,979,211	\$ 3,078,462	\$ (2,976,699)	-	\$ 4,080,974

	2023 Balance	Revenue	Expenses	Net Transfers	2024 Balance
2024 TOTAL	\$ 3,899,294	\$ 2,897,085	\$ (2,817,167)	-	\$ 3,979,212

COLLEGE OF CHIROPRACTORS OF ALBERTA
Statement of Cash Flow
Year Ended June 30, 2025

	2025	2024
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 101,763	\$ 79,918
Items not affecting cash:		
Amortization of property and equipment	34,656	63,027
Gain on disposal of investments	(4,349)	(12,708)
Unrealized gains on investments	(90,107)	(78,044)
	41,963	52,193
Changes in non-cash working capital:		
Accounts receivable	19,337	(5,309)
Long term receivables	7,470	23,669
Accounts payable and accrued liabilities	26,714	(8,492)
Prepaid expenses	(34,789)	6
Wages payable	(1,346)	8,480
Prepaid dues	351,909	186,541
	369,295	204,895
Cash flow from operating activities	411,258	257,088
INVESTING ACTIVITIES		
Purchase of property and equipment	(61,894)	(34,718)
Net purchase of investments	(67,345)	(51,035)
Cash flow used by investing activities	(129,239)	(85,753)
INCREASE IN CASH	282,019	171,335
Cash - beginning of year	3,680,683	3,509,348
CASH - END OF YEAR	\$ 3,962,702	\$ 3,680,683

COLLEGE OF CHIROPRACTORS OF ALBERTA
Notes to Financial Statements
Year Ended June 30, 2025

1. NATURE OF ORGANIZATION

The College of Chiropractors of Alberta (CCOA) is established under the Health Professions Act to govern its members in a manner that protects and serves the public interest through regulation to ensure safe, competent and ethical chiropractic care. CCOA is a not-for-profit organization and accordingly, is exempt from the payment of income taxes.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared by management in accordance with Canadian accounting standards for not-for-profit organizations.

A summary of the significant accounting policies used in these financial statements are set out below.

Net assets

The Unrestricted Fund accounts for CCOA's operations and administrative activities. The CCOA's annual surpluses and deficits from year to year are added to and subtracted from the Unrestricted Fund.

The Invested in Property and Equipment Fund reflects the purchase, sale and amortization of property and equipment.

The Capital and Building Reserve Fund has been established to support and preserve the value of CCOA's building and equipment.

The Risk Management Reserve Fund has been established to build a reserve of funds intended to mitigate and manage risk management issues for CCOA. Risk management includes but is not limited to legal matters, insurance matters, cyber security and other similar matters.

The Regulatory Reserve Fund has been established to uphold CCOA's regulatory mandate as required by the Health Professions Act. Regulatory costs include but are not limited to staff, program development, training, complaints, discipline and counseling requirements.

The X-Ray Registration Reserve Fund reports resources used for the administration of the Accredited X-Ray Quality Assurance program of CCOA.

From time to time, Council may impose certain restrictions on fund balances. These amounts are presented on the statement of financial position, statement of operations and the statement of changes in net assets as internally restricted funds. These internally restricted amounts are not available for other purposes without approval of Council.

Investments

Portfolio investments are stated at fair market value. The investment income or loss based on the changes in fair market value is reflected in the period incurred.

(continues)

COLLEGE OF CHIROPRACTORS OF ALBERTA
Notes to Financial Statements
Year Ended June 30, 2025

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

Measurement uncertainty and use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Significant estimates include providing for amortization of property and equipment. Actual results could differ from those estimates.

Revenue recognition

CCOA follows the deferral method of accounting for contributions.

- Membership dues are recognized in the year to which they apply. Membership fees received in advance are recorded as prepaid dues.
- Application fees are recognized as revenue when application fees are collected.
- Other investment income is recognized as revenue when earned.
- Cost recoveries and fines related to professional conduct activities are recognized when the amount of recoveries can be measured and collection of the recoveries is reasonably assured. Recoveries with payment plans that extend beyond the next fiscal year are shown as long term receivables.

Property and equipment

Property and equipment is recorded at cost less accumulated amortization. CCOA calculates amortization on its property and equipment using the following methods and rates

Land		non-depreciable
Building	40 years	straight-line method
Computer equipment	3 years	straight-line method
Furniture and fixtures	5 years	straight-line method
Database development	5 years	straight-line method
Website	3 years	straight-line method

Only six months of amortization is provided on equipment acquired during the year. No amortization is provided on equipment disposed of during the year or on assets held for sale.

Property and equipment is tested for impairment when conditions indicate that either the full or partial amount of the asset no longer has long-term service potential to CCOA. If such conditions exist, an impairment loss is measured at the amount by which the carrying amount of the asset exceeds its residual value.

COLLEGE OF CHIROPRACTORS OF ALBERTA
Notes to Financial Statements
Year Ended June 30, 2025

3. PROPERTY AND EQUIPMENT

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
Computer equipment	\$ 108,104	\$ 76,694	\$ 31,410	\$ 35,281
Furniture and fixtures	55,816	55,816	-	305
Website	66,982	27,573	39,409	-
Database development	204,357	202,934	1,423	9,419
	\$ 435,259	\$ 363,017	\$ 72,242	\$ 45,005

Amortization provided in the current year totaled \$34,656; (2024 - \$36,059)

4. PROPERTY AND EQUIPMENT HELD FOR SALE

	Cost	Accumulated amortization	2025	2024
Land	\$ 250,000	\$ -	\$ 250,000	\$ 250,000
Building	1,078,679	(513,212)	565,467	565,467
	\$ 1,328,679	\$ (513,212)	\$ 815,467	\$ 815,467

No amortization was provided in the current year on the building held for sale; (2024 - \$26,967)

5. INVESTMENTS

Investments consist of a diversified portfolio of Canadian and foreign fixed income and marketable security investments. The investments are recorded on the statement of financial position at their fair market value as at the year end date. Changes to fair market value can and will occur daily and would affect the balance in this account. The distribution of investments and change in market value are as follows:

	2025	2024
Fixed income	\$ 1,202,889	\$ 1,199,511
Canadian equity	237,320	172,630
Global equity	367,924	120,326
Mutual funds and cash	19,965	200,195
Total cost	\$ 1,828,098	\$ 1,692,662
Market value	\$ 2,218,923	\$ 2,057,122

Fixed income investments consist of various pooled funds containing both Canadian and global fixed income products.

COLLEGE OF CHIROPRACTORS OF ALBERTA
Notes to Financial Statements
Year Ended June 30, 2025

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2025	2024
Trade accounts payable and accrued liabilities	\$ 172,788	\$ 146,750
Dues collected on behalf of other organizations	32,100	31,425
	\$ 204,888	\$ 178,175

7. PREPAID DUES

Prepaid dues are amounts received by members in advance for the upcoming registration year and are generally due by June 30. The prior year prepaid dues of \$2,433,441 have been included in the 2025 registration and recovery revenue and prior year prepaid conduct levy fees of \$125,700 have been included in 2025 conduct levy income. In fiscal 2025, CCOA collected \$2,718,450 in prepaid registration and recovery revenue and \$192,600 in conduct levy fees that will be included in 2026 revenues.

8. TRANSFERS AND RESTRICTIONS

During the year, CCOA approved the following inter-fund transfers:

	2025	2024
Property and Equipment From Unrestricted Fund	\$ 61,894	\$ 34,718
Risk Management Reserve From Unrestricted Fund	-	184,750
Regulatory Reserve From Unrestricted Fund	125,700	-
Net transfers from Unrestricted Fund	\$ 187,594	\$ 219,468

The transfers from unrestricted net assets to restricted funds are not available for general purposes without the approval of the Council.

9. COMMITMENTS

CCOA has committed to various agreements including an office equipment lease and a software maintenance agreement as follows:

Commitment payment schedule:

2026	\$ 53,249
2027	49,559
	\$ 102,808

10. SUBSEQUENT EVENT

On September 15, 2025, CCOA accepted an offer on the building and land held for sale. The offer is conditional with conditions potentially being removed prior to October 15, 2025. The offer price is above the net book value of the land and building but a gain on sale cannot be reasonably estimated at this time as closing costs and adjustments are not yet finalized.

COLLEGE OF CHIROPRACTORS OF ALBERTA
Notes to Financial Statements
Year Ended June 30, 2025

11. FINANCIAL INSTRUMENTS

The organization is exposed to various risks through its financial instruments. The following analysis provides information about the organization's risk exposure and concentration as of June 30, 2025.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities and wages payable. CCOA mitigates its liquidity risk by monitoring its operating cash flow requirements to ensure it has sufficient funds to meet its obligations.

Currency risk

Currency risk is the risk to the organization's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The organization is exposed to foreign currency exchange risk on cash held in foreign dollars and through its investment in global markets.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. The investments of CCOA are subject to interest rate risk because changing interest rates impact the market value of the fixed rate investments.

Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The organization is exposed to other price risk through its investment in equity securities traded in an active market.

12. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

COLLEGE OF CHIROPRACTORS OF ALBERTA

Investment Income and Other

(Schedule 1)

Year Ended June 30, 2025

	2025	2024
INVESTMENT INCOME (EXPENSES)		
Investment income	\$ 91,295	\$ 73,227
Unrealized gain on investments	90,107	78,044
Bank interest	60,316	106,117
Gain on disposal of investments	4,349	12,708
Foreign exchange gains (losses)	(22)	3,666
Investment advisor fees	(23,950)	(22,194)
	\$ 222,095	\$ 251,568



— COLLEGE OF —
CHIROPRACTORS
— OF ALBERTA —

Regulating chiropractic in Alberta in the public interest

780 420 0932 | office@thecco.ca | thecco.ca