



## PERSONAL SUPPORT NETWORK OF ONTARIO (PSNO)

### PSW REGISTRY IN ONTARIO SUBMISSION

The Personal Support Network of Ontario would like to commend the Ontario Government for taking the initiative to begin the process of establishing a PSW Registry in the Province of Ontario. We look forward to participating in the development of the Registry and ongoing involvement in its governance.

The Registry is an important vehicle for all PSW stakeholders to ensure more accountable care provision. PSWs provide very personal care to the most vulnerable citizens of the province, and public safety is a critical issue. PSWs also need the public to know that they are fully qualified to provincial standards and are a quality caregiver.

The following are some agreed upon elements for a Registry that were discussed at the second PSW Roundtable meeting of stakeholders held on June 17, 2011 in Toronto<sup>1</sup> (attendees in footnote below):

- ✚ Stakeholders, including individuals receiving PSW services, their families and caregivers, PSWs, health care providers/employers, educators, and organizations/associations involved in PSW-related issues, should have a central role in the development process of the Registry and in the Registry's ongoing governance and PSW standards setting.
- ✚ Consumers, both clients and their informal caregivers, and PSWs must be resourced and supported to ensure their ability to be active participants in the development process and in the ongoing governance of the Registry.
- ✚ There should be geographic representation from all parts of the province in the governance of the Registry.

---

<sup>1</sup> Attendees included the Alzheimer Society of Ontario, Advocacy Centre for the Elderly, CareWatch, PSWs, Medical Pharmacies, Council on Aging Network of Ontario, Ontario Association of Non-Profit Homes and Services for Seniors, William Osler Health Centre, Community Care Durham, Concerned Friends, Ontario Public Service QC Club, Saint Elizabeth Health Care, Registered Practical Nurses Association of Ontario, Centre for Independent Living Toronto, VHA HomeHealth Care, SEIU, Canadian Red Cross, Ontario Association of Community Care Access Centres, Seneca College, Ontario Association of Resident Councils. Many more were invited but were unavailable to attend.

- ✚ The Registry should be publicly funded, independently hosted and governed in the public interest. It is in the public interest to have high quality training and care provision, client and caregiver safety, a sustainable workforce of well-trained PSWs, and employers that are accountable.
- ✚ The Registry must be accountable to stakeholders, and have provision for ongoing evaluation and annual reviews.
- ✚ Registration should be mandatory for any individual in the province of Ontario wishing to work as a personal support worker. Initially all employers that receive provincial funding to deliver personal support will be required to verify employees are registered if individuals are providing PSW-like services after a target date. The next phase would be directed at all private pay employers and retirement homes. Service providers under the Direct Funding Program for Persons with Physical Disabilities are exempted from this requirement as Independent Living consumers receive direct funding to choose their own Personal Attendants, train them and direct them based on their specific needs.
- ✚ A clear definition of what a PSW is must be developed to reflect the diverse settings in which PSW and PSW-like workers provide care, i.e. in people's homes in the community as well as in LTC homes and acute care settings.
- ✚ Accreditation of training, defined core competencies, scope of practice and practice standards must go hand-in-hand with the development of the Registry.
- ✚ The Registry should provide accurate data collection on the PSW workforce for health HR planning purposes.
- ✚ There should be a clear definition of who the registry represents and what the purpose of the registry is.

## Background

In 2009, the Personal Support Network of Ontario (PSNO) brought together over 30 stakeholders who shared concerns regarding several issues related to personal support work. PSNO facilitated a discussion on stakeholder and sector priorities, and through many meetings and conversations pre and post meeting, identified 4 key priorities that would improve client safety and the quality of care, raise the standard of training and assist in the creation of a professional identity for personal support workers.

PSNO brought together a Roundtable of stakeholders again in August 2010 at which time a PSW Provincial Steering Committee, an Accreditation Committee and a Certification

Committee of stakeholders were formed. Appendix B lists the members and Terms of Reference/work plans for the Committees. PSNO is very proud of the achievements that have been achieved to date.

In addition to the creation of a PSW Registry, the following were identified by the PSW Roundtable as important elements by stakeholders.

### Accreditation of PSW Training

The accreditation of PSW training would enable the Registry to ensure PSWs are trained to a common and high quality standard. The **Personal Support Worker Educational Program Accreditation (PEPA)** was launched in 2010 by provincial personal support service stakeholders. This initiative was initiated to address the growing interest we all have in improving the quality of PSW training. We recommend that PEPA be mandatory for all PSW training institutions in Ontario. A recent report, “Integration of Care: The Perspectives of Home & Community Care Providers”, June 2011, produced by the Change Foundation recommends the following:

Consideration of the provincial PSW Education Program Accreditation (PEPA) as mandatory for all training organizations in Ontario should be undertaken as a quality assurance component of the strategy. A scope of practice review, involving key stakeholders, should be undertaken as part of the development of a human resource strategy for the sector.<sup>2</sup>

Personal Support Workers are the backbone of Ontario’s long term health system. Ontario needs to ensure that the 7,800 new PSWs that graduate from Ontario training schools every year are getting relevant and targeted instruction that prepares them to deliver the high quality care Ontarians deserve and expect.

Until now, there has been no reliable way to assess the quality of one program over another but now the industry is starting to demand more. Employers want to know that the workers they hire have been taught what they need to know. And students are demanding better value for the time and money they put into their education.

Accreditation of education programs is important to assure consistency in learning outcomes and provides the basis for a positive role identity, which in turn, helps to attract others to the field.

**A PSW Accreditation program should go hand-in-hand with a PSW registry:** clients, employers and PSWs are able to rely on consistent PSW education. An approval process to confirm that basic competencies are met that all stakeholders can agree on should take place.

- Public confidence in PSWs will increase through a high quality standard for practice and a recognized “seal of approval”.

---

<sup>2</sup> P. 28 [http://www.changefoundation.ca/docs/integration\\_of\\_care\\_report.pdf](http://www.changefoundation.ca/docs/integration_of_care_report.pdf)

## Certification Program for Personal Support Workers

Once the educational programs have formal recognition that their organization can effectively carry out an effective, standardized and quality program, the next steps would be a process whereby individual PSW's competency can be assessed against specific instruments. A certification process for PSWs should be instituted which would define minimum standards and competencies for PSW graduates.

### Identified Outcomes would be:

- Increased utilization of PSWs
- Increased recognition of the role
- Title protection
- Enable development of career pathways and PSW specialities
- Provide role clarity to the public
- Improve trust and inter-disciplinary collaboration
- Increase standards and quality of care provided by formally trained PSWs
- Provide accurate data collection on the workforce

## Define Practice Standards and Core Competencies

- Practice standards would support a clear, shared concept of the scope of the PSW's role for PSWs, their clients, educators, employers and the general public
- Practice standards would be recognized as the authoritative basis for what PSWs can do and the principles of how PSWs should do the activities within their scope of practice
- Core competencies would make expectations of the role and responsibilities clearer and include best practices.

## Key Government Registry Consultation Questions

In response to the consultation questions the Government shared with stakeholders, below are written responses on behalf of PSNO.

### 1. How do we define PSW?

PSWs assist persons of any age with routine activities of daily living---the things we all do every day for ourselves. While these things include physical care, they also include home management, supports for employment, transportation to medical appointments,

educational, social and recreational activities and sometimes family care. PSWs assist persons who for cognitive and/or physical reasons cannot do all or some of these things independently.

PSW job duties vary depending on work setting. The three most frequent duties for PSW working in Long Term Care and Acute Care are dressing, toileting and lifting/transferring/repositioning. In the Community PSWs are more likely to be tasked with bathing, house cleaning, meal preparation, laundry, and medication reminders.

## **2. Who should be eligible to be on the registry?**

The following groups should be eligible to be on the registry:

**PSWs with Certificate**, defined as:

- For graduates after July 1, 2011, PSWs with a certificate from a recognized school (e.g. NACC, CC or PEPA)
- For graduates before July 1, 2011. PSWs with a certificate from a school legally authorized to offer PSW training

**Persons working in a PSW capacity without a certificate (or students in training).** This would be a provisional category. There would need to be a skills/prior learning assessment to verify that they have the skills required to do the work. There would also need to be some limitation on how long a person in this category could remain on the registry without certification.

Health Care Aids (HCA) should be grandparented to the level of PSW if they can demonstrate they have worked a certain number of hours over a specific time frame.

## **3. Who pays?**

Concerns have been expressed about the low pay scales for PSWs and whether having to pay a registration fee would cause hardship for current PSWs and also be a deterrent to new people thinking of entering the field.

We feel that the Government should absorb the registration fee, as is the case with the B.C. Registry.

## **4. What is a reasonable length of time to grandfather people on?**

Two to three years before evidence of graduation or active participation in a PSW program must be produced, with a requirement that the person must hold a certificate in 5 years (the standard in place now for LTC homes).

## **5. What is an acceptable educational standard?**

PSWs with Certificate, defined as:

- For graduates after July 1, 2011, PSWs with a certificate from a recognized school (e.g. NACC, CC or PEPA)

- For graduates before July 1, 2011, PSWs with a certificate from a school legally authorized to offer PSW training

A third-party accreditation body should be recognized that represents all stakeholders.

## **6. What information/data should be collected? And for what purpose?**

For internal use the PSW's full name (and former names), home address, telephone, e-mail, date of birth (for identification purposes), certificate status, granting institution, current employer(s). For the public, only the PSW's name.

Additional information could be collected over time once the registry is up and running that would provide additional HR health system planning information for the future (i.e. number of employers, number of hours per week worked, speciality training received, wage rates, etc.). This information would not be available to the public. It would be for internal use only on a password protected "need to know" basis (not all Registry personnel).

## **7. What disciplinary authority should the registry exercise?**

If undertaken, the disciplinary process and actions taken must be absolutely transparent and balanced and it must be properly resourced. A structure similar to that of the regulatory colleges would be preferred, as it represents an established method and provides consistency in approach across disciplines. Any disciplinary authority cannot place clients or PSWs at risk and expose the administering agency to excess liability.

The employer should report evidence-based instances of abuse to the registry and must also be required to investigate and report finding to the registry. Public safety is of the utmost importance, but not to the detriment of personal support workers' rights.

## **8. Should the registry be mandatory?**

Yes. Registration should be mandatory for any individual in the province of Ontario wishing to work as a personal support worker. Initially all service providers that receive provincial funding to deliver personal support will be required to verify that their employees are registered if individuals are providing PSW-like services after a target date. The next phase would be focussed on all private pay providers and retirement homes. Service providers under the Direct Funding Program for Persons with Physical Disabilities would be exempted from this requirement.

## **9. What incentives if any, if the registry isn't mandatory?**

While PSNO does not support this option, if the Registry is well publicized with effective communications about its value and accountability, it would be advantageous for PSWs to be on the Registry. They should be able to get preference for assignments over those that are not registered. There could also be refresher classes and workshops offered as an incentive.

**10. How should the data be validated and maintained? By whom?**

A central provincial registry funded by the province to collect and maintain data.

Data could be submitted through various methods; by individual PSWs, by employers on behalf of PSWs, or by educational institutions upon PSWs graduating from a program.

**11. Who should have access to the information? What are the levels of access?**

Only those people at the administering agency that need to know (with password protection) would have access to all aggregate data. MOHLTC, educational bodies and employers could access non-identifying data for planning purposes (e.g. numbers and locations). Employers and the public may access a name only.

**12. How do you envision the registry rolling out?**

Year 1: the Registry should be up and running by Summer 2012 for PSWs employed by provincially funded service providers and current students/graduates.

Years 2 and 3: expand the Registry to capture Retirement Homes and PSWs who are self-employed or employed by clients/families.

**13. How do you envision the registry process functioning?**

It should operate much as a professional college would.

**14. What are the overarching themes?**

A key component of the Registry would be adherence to the Canadian Standards Association's Model Code for the Protection of Personal Information ([www.csa.ca](http://www.csa.ca)).

**15. Where should the registry be hosted?**

We recommend an independent organization incorporating stakeholders with a strong stakeholder governance model guiding the development and oversight of the Registry.

A provincial organization that has taken a leadership role regarding quality assurance with respect to PSW issues and is well regarded by a broad spectrum of stakeholders would be our recommendation. No other health professions are registered by a provincial entity. MOHLTC has stated that its mandate is system stewardship, not direct service delivery. Having the Registry arms length from the government administration would also make the Registry less vulnerable to changes within the Ontario Public Service.

Personal support workers must be involved in every aspect as the registry is designed and implemented. Others that must be involved are client and caregiver groups, educators and employers, and government bodies.

The focus of the Registry should be professional oversight as well as administrative oversight. A well-represented cross-section of major stakeholders should act as a Provincial Steering Committee to the Registry.

**For more information, contact**

Cheryl Gorman

PSNO

416-653-1245

Cheryl.gorman@rogers.com

July 15, 2011

## Appendix A

June 20, 2011

### PRINCIPLES TO GUIDE A PERSONAL SUPPORT WORKER (PSW) REGISTRY IN ONTARIO

**INTRODUCTION:** The launch of a provincial registry of Personal Support Workers in Ontario has the potential to improve protection for seniors and vulnerable populations and to help drive improvements in quality care by supporting appropriate training for PSWs.

The province can ensure the registry is launched successfully and fulfills its potential by learning from the experience of other jurisdictions, drawing on the expertise and capacity of stakeholders, and observing ten key principles.

In order to ensure stakeholder buy-in and clarity of objectives, it is essential there be a clear definition at the outset of who the registry represents, as well as its purpose and authority. It is recognised that public protection is important, but not to the detriment of the rights of personal support workers.

**PRINCIPLE ONE:** The Registry will support and facilitate the involvement of consumers (including clients and their informal caregivers) and Personal Support Workers in the development of the registry. These important stakeholders will have a strong role in the Registry's governance and setting of PSW educational standards and core competencies.

**PRINCIPLE TWO:** Registration should be mandatory for any individual in the province of Ontario wishing to work as a personal support worker. Initially all service providers that receive provincial funding to deliver personal support will be required to verify employees are registered if they are providing personal support after a target date. Service providers under the Direct Funding Program for Persons with Physical Disabilities are exempted from this requirement.

**PRINCIPLE THREE:** All current employees of service providers that receive provincial funding – and have therefore demonstrated an ability to meet provincial quality requirements - will be “grandparented”, meaning they will be automatically eligible if they currently provide personal support and register by the target date.

**PRINCIPLE FOUR:** The experience of other jurisdictions shows that a registry can be effectively launched if supported by a targeted communications plan that clearly articulates the first three principles to employers, employees, and consumers while offering personal support workers recognition. Stakeholder consultations and the setting of benchmarks will also enable a successful implementation.

**PRINCIPLE FIVE:** There may be a grace period after the prescribed grandparenting period. This means that after the target date, the registry may announce grace periods of 30/60/90 days to allow time to complete registration of all employees. The Direct Funding Program for persons with physical disabilities is exempt from this requirement.

**PRINCIPLE SIX:** There will be a mechanism for the reporting of **evidence-based** disciplines and dismissals for reasons of theft or abuse or breach of trust or neglect of care recipients. This will trigger immediate suspension of registration. Appeals will be heard by a provincial mediator from a pre-approved list. If there are allegations of wrongdoing, an administrative note could be added to the person's record, but that information would not appear publicly until such time the allegations have been proven.

**PRINCIPLES TO GUIDE A PERSONAL SUPPORT WORKER (PSW) REGISTRY IN ONTARIO**

/2

**PRINCIPLE SEVEN:** After the grace period, new registrants shall be required to show proof they have successfully completed a personal support worker program that is accredited, or registered for accreditation.

**PRINCIPLE EIGHT:** Ontarians who rely on respite and self-directed care – such as caregivers of children with special needs or adults with physical disabilities – will be able to access the registry to see if a PSW is registered there.

**PRINCIPLE NINE:** The qualifications required of new registrants as well as the overall functioning of the registry will be reviewed annually. Program standards will also be reviewed to take account of evidence-based best practice, such as innovations in training PSWs in dementia awareness and self-directed care.

**PRINCIPLE TEN:** Government will work quickly to incorporate any review of education, training, and certification of PSWs into the development of the PSW registry. Any work on educational standards, core competencies or credentials will be done in partnership with stakeholders.

**PRINCIPLE ELEVEN:** The registry will be publicly-funded, independently hosted, and governed in the public interest. There will be an ongoing evaluation of the Registry. The registry will support a key role for stakeholder governance, which will include geographic representation.

# Appendix B

## Terms of Reference

### Provincial PSW Steering Committee

---

#### GOAL

The goals of the Provincial PSW Steering Committee are:

- ✚ to ensure all relevant stakeholders involved with PSWs in Ontario are engaged and consulted with, and
- ✚ to oversee the smooth transition of recommended changes to the PSW framework in Ontario.

#### Activities

- ⇒ Develop the Terms of Reference for a formal alliance and develop a platform paper that would serve as the high level description of who we are and what our goals are
- ⇒ Advise as to which additional stakeholders need to be represented on Committees or be consulted
- ⇒ Develop the broad framework and priorities for changes related to PSW issues in the following categories:
  1. Accreditation of PSW Training Programs
  2. Defining Practice Standards & Core Competencies
  3. Certification of PSWs
  4. Personal Support Occupational Registry
- ⇒ Establish a core group of stakeholders to hold regular consultations with at least three times per year.
- ⇒ Liaise with the Ontario Government Ministries involved with the training and HHR support of PSWs
- ⇒ Engage external stakeholders to support the changes being recommended
- ⇒ Look for funding opportunities for academic research into PSW practice and outcomes
- ⇒ Get regular updates and act as a sounding board for committees assigned with specific tasks, i.e. the Accreditation and Certification Committees that will be revising the PSW role statement/Scope of Practice which will inform Accreditation and Certification.
- ⇒ Prepare regular status updates to Alliance members and when required, requests for approval of directions from all stakeholders.

It is recommended that the Steering Committee be chaired by The Director of the Personal Support Network of Ontario, and that the Steering Committee members be representative of a wide range of PSW-related stakeholders.

The Provincial Steering Committee members are as follows (further Members may be added):

Name	Email
Nadine Janes, RN, PhD Manager, Professional Practice, West Park Healthcare Centre and Adjunct Professor, Faculty of Community Services,, Ryerson University, Toronto	<a href="mailto:Nadine.Janes@westpark.org">Nadine.Janes@westpark.org</a>
Eoin Callan, Director of Policy, SEIU Healthcare	<a href="mailto:callane@seiu.ca">callane@seiu.ca</a>
Star King, Peel Senior Link	<a href="mailto:star@peelseniorlink.com">star@peelseniorlink.com</a>
Charlotte Maher, Carewatch	<a href="mailto:info@carewatchtoronto.org">info@carewatchtoronto.org</a>
Janet Szczukocki, R.N., Manager, Education Canadian Red Cross - Community Health Services	<a href="mailto:Janet.Szczukocki@redcross.ca">Janet.Szczukocki@redcross.ca</a>
David Kelly, Executive Director The Federation of Community Mental health and Addiction Programs	<a href="mailto:dkelly@ofcmhap.on.ca">dkelly@ofcmhap.on.ca</a>
Susan Thorning, CEO OCSA	<a href="mailto:Susan.thorning@ocsa.on.ca">Susan.thorning@ocsa.on.ca</a>
Derrick Harrison, PSW VON	<a href="mailto:Derrick.Harrison@von.ca">Derrick.Harrison@von.ca</a>
Beverley Elliott, Chair Centre for Independent Living Toronto (CILT)	<a href="mailto:avalon_avalon@hotmail.com">avalon_avalon@hotmail.com</a>
Rivie Seaberg, PSNO	<a href="mailto:rseaberg@sympatico.ca">rseaberg@sympatico.ca</a>
Lynelle Hamilton, PSNO	<a href="mailto:lynelle@lahamilton.com">lynelle@lahamilton.com</a>
Cheryl Gorman, PSNO	<a href="mailto:cheryl.gorman@rogers.com">cheryl.gorman@rogers.com</a>

The Steering Committee will receive administrative support from the PSNO.

### Timelines and Frequency of Meetings

The Provincial PSW Steering Committee will meet a minimum of 3 times/year and teleconference calls may be scheduled as issues emerge to ensure the smooth and successful implementation of the recommended changes to the PSW framework in Ontario.

Sub-groups may be required if specific issues are identified that require resolution. The sub-groups will report back to the Steering Committee with progress reports and recommendations.

---

# Terms of Reference

## Provincial PSW Accreditation Committee

---

### GOAL

The goals of the Provincial PSW Accreditation Committee are:

- ✚ To provide input into the creation of an oversight/approval process that would provide assurances to employers, prospective students and ultimately clients and the community at large that graduates have been trained in accordance with the MOHLTC standards for both content and delivery
- ✚ To develop the process to establish an accreditation process: understanding all facets of the standards, identify areas that require attention, and develop a plan to attain compliance where practice does not meet the standards.

### PSW Accreditation Committee Action items:

- Refine content for Standards and Indicators
- Develop and test workbook
- Development of the Site Survey
- The development of Communications and Orientation
- The development of site support
- Ongoing Accreditation support and input

### PSW ACCREDITATION COMMITTEE MEMBERS

Name

Email

Euan Gibb, Home care researcher, SEIU  
Local 1 Canada

[e.gibb@seiulocal1.org](mailto:e.gibb@seiulocal1.org)

Mary Wilks, PSW Instructor, Fanshawe  
College

[MWilk@fanshawec.ca](mailto:MWilk@fanshawec.ca)

Rick Firth, Executive Director,  
Hospice Association of Ontario

[rfirth@hospice.on.ca](mailto:rfirth@hospice.on.ca)

Jeffrey Graham, OANHSS

[jgraham@oanhss.org](mailto:jgraham@oanhss.org)

Monita Laura Persaud, Regional Consultant,  
Ontario Network for the Prevention of Elder  
Abuse

[multicultural@onpea.org](mailto:multicultural@onpea.org)

/2

Phyllis Hymmen, Concerned Friends

[info@concernedfriends.org](mailto:info@concernedfriends.org)

Janet Szczukocki, R.N., Manager, Education Canadian Red Cross - Community Health Services	<a href="mailto:Janet.Szczukocki@redcross.ca">Janet.Szczukocki@redcross.ca</a>
Karen Mayer, PSW Teacher - School Boards (CESBA)	<a href="mailto:karen.holmes.mayer@gmail.com">karen.holmes.mayer@gmail.com</a>
Representatives from MTCU Private Colleges Unit	<a href="mailto:Rita.Jaroka@ontario.ca">Rita.Jaroka@ontario.ca</a>
Representatives from MOHLTC (invited)	<a href="mailto:Leah.nord@ontario.ca">Leah.nord@ontario.ca</a>
Representative from Ministry of Education (invited)	
Representatives from Colleges Ontario (invited)	
Linda Ind, PSW	<a href="mailto:linda.ind_8@sympatico.ca">linda.ind_8@sympatico.ca</a>
Derek Harrison, PSW	<a href="mailto:Derrick.Harrison@von.ca">Derrick.Harrison@von.ca</a>
Janet Purvis National Practice Consultant Practice, Quality, and Risk Team VON Canada	<a href="mailto:Janet.Purvis@von.ca">Janet.Purvis@von.ca</a>
Rivie Seaberg, PSNO	<a href="mailto:rseaberg@sympatico.ca">rseaberg@sympatico.ca</a>
Lynelle Hamilton, PSNO	<a href="mailto:lynelle@lahamilton.com">lynelle@lahamilton.com</a>
Cheryl Gorman, PSNO	<a href="mailto:cheryl.gorman@rogers.com">cheryl.gorman@rogers.com</a>
Mark Blumberg, Legal Counsel OCSA	<a href="mailto:mark@blumbergs.ca">mark@blumbergs.ca</a>

It is recommended that the Accreditation Committee be chaired by The Director of the Personal Support Network of Ontario, and that the Committee members be representative of a wide range of PSW-related stakeholders.

The Accreditation Committee will receive administrative support from the PSNO.

### **Timelines and Frequency of Meetings**

The Provincial PSW Accreditation Committee will meet a minimum of 3 times/year and teleconference calls may be scheduled as issues emerge to ensure the smooth and successful implementation of an Accreditation Process for Training in Ontario.

Sub-groups may be required if specific issues are identified that require resolution. The sub-groups will report back to the PSW Accreditation Committee with progress reports and recommendations.

September 27, 2010



# Provincial PSW Certification Committee

## PSW Certification Committee Action items:

- Review of market trends
- Define objectives/purpose of certification
- Define value of certification
- Define all stakeholders
- Determine certification fee structure
- Development of code of ethics
- Course development and creation of challenge exam if required
- Development of operational plan

## PSW CERTIFICATION COMMITTEE MEMBERS

Name

Email

Karen Mayer, CESBA

[karen.holmes.mayer@gmail.com](mailto:karen.holmes.mayer@gmail.com)

Janet Szczukocki, Red Cross

[Janet.Szczukocki@redcross.ca](mailto:Janet.Szczukocki@redcross.ca)

Sue Beattie, VHA HomeHealth Care

[Sbeattie@vha.ca](mailto:Sbeattie@vha.ca)

Derrick Harrison, PSW, VON

[Derrick.Harrison@von.ca](mailto:Derrick.Harrison@von.ca)

Cheryl Gorman, PSNO

[cheryl.gorman@rogers.com](mailto:cheryl.gorman@rogers.com)

Colleen Kearny, VHA

[ckearney@vha.ca](mailto:c Kearny@vha.ca)

Charlotte Maher, CareWatch

[carewatchtoronto@bellnet.ca](mailto:carewatchtoronto@bellnet.ca)

Linda Ind, Retired PSW

[linda\\_ind\\_8@sympatico.ca](mailto:linda_ind_8@sympatico.ca)

Phyllis Hymmen, Concerned Friends

[info@concernedfriends.org](mailto:info@concernedfriends.org)

Nadine Janes, West Park Healthcare Centre

[Nadine.Janes@westpark.org](mailto:Nadine.Janes@westpark.org)

Mark Blumberg, Blumberg Segal LLP

[mark@blumberg.ca](mailto:mark@blumberg.ca)

Rivie Seaberg, PSNO

[rseaberg@sympatico.ca](mailto:rseaberg@sympatico.ca)

Lynelle Hamilton, PSNO Senior Practice Advisor

[lynelle@lahamilton.com](mailto:lynelle@lahamilton.com)