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REVIEW

Massage Therapy in BC

FALL/WINTER 2025



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The RMTBC Review is published twice a year for registered massage therapists (RMTs). It provides a voice for RMTs and acts as a source for the latest research. It is a vehicle for the general population to understand and respect the valuable work of RMTs. Funding is provided by the RMTBC and through advertising revenue.

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MEET OUR NEWEST BOARD MEMBERS



Please read on to find out more about **Ollivor Dickson** and **Nikita Vizniak**.



OLLIVOR DICKSON

Background and Education

I moved from Penticton to New Westminster in 2018 to pursue my massage therapy training at West Coast College of Massage Therapy. This allowed me to gain a strong foundation in manual therapy, rehabilitation, and patient-centered care. I've always been drawn to health professions that combine science with hands-on skill, and massage therapy offered the perfect balance.

Motivation for Entering the Profession

My father has been an RMT since the early 1990s, and growing up playing high-performance hockey, I saw firsthand how massage therapy and chiropractic care were essential in keeping me on the ice and performing at my best. Experiencing these benefits personally inspired me to pursue the profession and is also why I chose to start Epoch Integrated Health in 2022, creating a multidisciplinary clinic focused on comprehensive, patient-centered care.

Areas of Expertise / Interest

A major focus for me is TMJ work, helping patients with jaw dysfunction, post-surgical recovery, and dental-related issues. I also enjoy addressing complex musculoskeletal challenges where an integrated, multidisciplinary approach can make a significant difference for patients.

Where I Live and Practice

I live in White Rock, BC, and own Epoch Integrated Health in Langley. At Epoch, I work alongside other healthcare professionals to provide a full multidisciplinary approach to patient care, ensuring each individual receives comprehensive and coordinated treatment tailored to their needs.

Community Involvement

I am actively involved in the community as the Chairman of the Langley Chamber of Commerce Next Gen Committee, where I focus on supporting young entrepreneurs and fostering professional growth in the local business community. Giving back and supporting local initiatives is an important part of my personal and professional philosophy.

Vision for the Profession

In the next five years, I hope to see massage therapy further integrated into multidisciplinary healthcare teams and increasingly recognized for its role in injury prevention, rehabilitation, and patient wellness. I strongly believe that massage therapy can play a critical role in addressing the opioid epidemic, offering a safe, non-pharmacological alternative for pain management before patients turn to opioids. Beyond this, I'd like to see standardized protocols for clinical excellence and greater public awareness of the profession's value.

Motivation to Join the Board

I decided to join the Board to contribute to the strategic growth and governance of the profession, support my colleagues, and help shape policies that ensure high standards of care and professional integrity for RMTs across BC. I am particularly motivated by the opportunity to expand the profession's scope of practice, increase recognition at both provincial and federal levels, and advocate for massage therapy as a key non-pharmacological solution in addressing the opioid epidemic.

Advice to Myself When Starting Out

If I could go back, I would tell myself: "Hey, learn the business side of massage therapy — and maybe take a crash course in marketing, accounting, and how to convince people you're worth more than a cup of coffee!" The truth is, the schooling doesn't prepare students for the realities of running a successful practice, and understanding these aspects early would have saved me a few headaches (and probably some awkward moments).

Additional Information

I am passionate about advocating for the profession, mentoring emerging practitioners, and exploring innovative approaches that integrate massage therapy into broader healthcare models. Being part of the Board is an exciting opportunity to help shape the future of the profession and support both practitioners and patients in meaningful ways.

NIKITA VIZNIAK

Background and Massage Therapy Training

I'm an RMT/DC and was for 20+ years an associate professor of cadaver anatomy, orthopedics, joint mobilization, who has spent the last two+ decades teaching RMTs and other manual therapists across Canada and internationally. My massage therapy training came through advanced therapy/soft-tissue coursework, sports massage, cadaver-based anatomy, and years of teaching within RMT programs—rather than through a diploma route—so I'm an educator/clinician working closely with the RMT community.

What Motivated Me to Enter this Work

A simple goal: reduce pain, improve function, and translate anatomy into practical care (Anatomy, Assessment, Action). I love turning complex science into useful, hands-on skills that help real people right away. Educate, empower, exercise.

Areas of Expertise/Interest

Clinical anatomy, orthopedic assessment, manual therapy and exercise rehab, movement health, and clinician education. I also publish textbooks and design continuing education (CE) that is evidence-informed & person-centred.

Where I Live and Practice

Burnaby/New West, BC. I split time between clinical caseload, writing/ research and CE seminars.

Community Involvement

Mentoring students and new grads, guest-lecturing for colleges/ programs, providing clinical anatomy/treatment sessions, and creating open-access learning tools for the profession. I'm honoured to serve on the RMTBC Board to support members and the public.

Changes I'd Like to See and a Five-Year Outlook

- More outcome tracking, functional outcomes and clinical reasoning built into everyday practice.

- Stronger interprofessional collaboration (RMTs embedded in primary MSK care).
- Easier access to high-quality CPD, including digital micro-learning and case-based assessment.
- In five years, I see RMTs even more recognized as first-contact MSK providers with clearer pathways for advanced competencies and leadership in prevention and recovery.
- Standardized nationwide licensing exam and upgraded FOMTRAC documentation.

Why I Joined the Board

To help champion evidence-informed, person-centred care; support students and new grads; and bring my education/publishing/clinic/ business experience to strategic projects that lift the whole profession.

Clinic or Individual

Hybrid. I work in a small team environment and collaborate widely with educators and clinicians.

Advice to My Younger Self

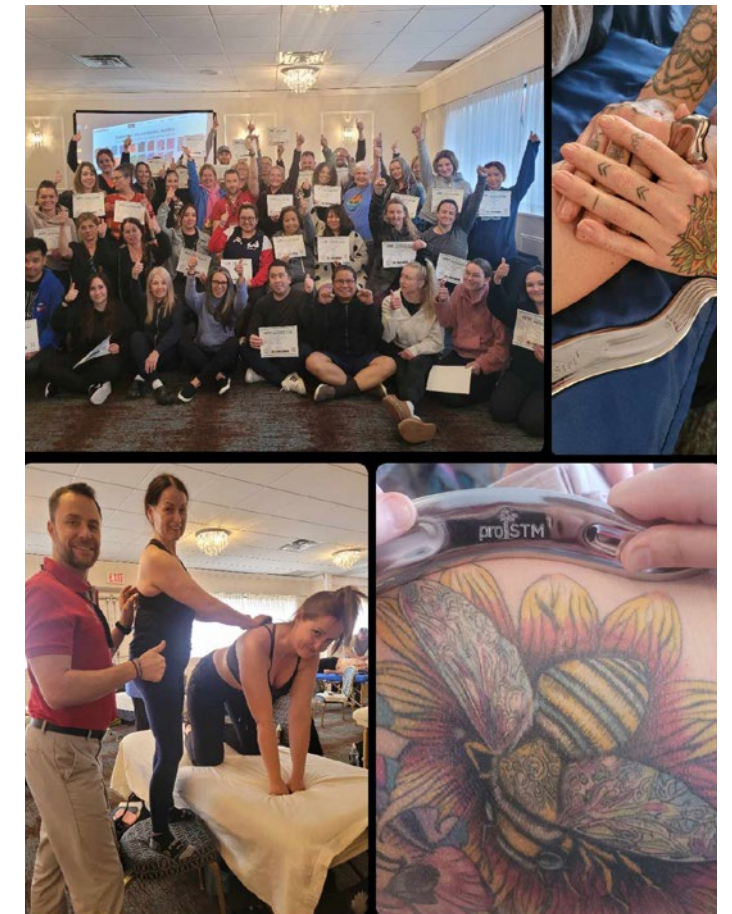
Master fundamentals (history, palpation, regional interdependence), measure what matters, protect your hands and body mechanics, learn business basics early, and find mentors who challenge you.

How I Relax and Recharge

Badminton, Brazilian Jujitsu, weightlifting, yoga golf and writing. Movement, community, and creativity keep me grounded.

Anything Else Readers Might Find Interesting

I've authored 50+ learning resources (including The Muscle Manual, Orthopedic Assessment, Orthopedic Conditions, Evidence-informed Massage Therapy, and a new evidence-informed nutrition & longevity series). My mission is to make world-class, practical education accessible to RMTs and allied clinicians so we can help more people, faster.



In Memoriam RMTBC

This section is dedicated in loving memory of those members who have gone before us.

Linda Lavender, RMT

Passed away January 2025, age 71.

Tajanna Saunders, RMT

Passed away July 2025, age 69.

Lillian Olivant, RMT

Passed away October 2025, age 77.



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RMTBC is pleased to announce that our next conference will take place April 24-25, 2026 at the stunning Vancouver Convention Centre. Since the pandemic shutdown, your association has hosted two incredible sold-out conferences that featured exceptional local and international speakers. Part of this year's outstanding lineup of speakers include:



Julian Moore
Greg Lehman
Dr. Karim Khan



JULIAN MOORE



Practical AI Tools for Massage Professionals

Summary

In this highly practical session you will gain an overview of useful AI tools relevant to massage professionals. Through a live demonstration, you'll see firsthand how AI-powered tools can revolutionise your work and dramatically enhance your effectiveness across a range of common tasks. Gain valuable insights and walk away equipped with actionable knowledge, ready to implement these tools immediately after the session.

Biography

Julian Moore is recognised globally for helping associations, businesses, and government boost revenue through AI implementation. An unabashed technology geek, he has a deep understanding of AI and how organisations can use it to improve operations and make a greater impact. Julian created Australia's first AI Board member and founded "AIR Music 12", Australia's largest AI music YouTube channel, with 122K subscribers and 1.7M listeners. Julian

advises insurance companies, banks, hospitals, advisory firms, government agencies, and associations. Julian makes complex topics easy to grasp, sharing practical solutions through keynotes, coaching, consulting, and training. Say goodbye to PowerPoint - Julian brings AI tools to life through live demonstrations tailored to you.

LinkedIn:

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DR. KARIM KHAN



Affiliation

Professor, Department of Family Practice and School of Kinesiology, University of British Columbia

Committee Membership

Ad hoc working group of Governing Council (GC) on CIHR's Institutes

Biography

Karim Khan, a scholar in the field of physical activity has focussed on the two sides of the sport and exercise coin: the health benefits and the injuries. He was one of the pioneers of multidisciplinary academic sport and exercise medicine. The best-selling textbook

Brokner and Khan's Clinical Sports Medicine is in its 6th edition and 33rd year. It has been translated to 5 other languages to date.

He had an international profile as Editor-in-Chief of the British Journal of Sports Medicine from 2008-2020: the journal serves 25 international member societies. He was recognised for harnessing the power of both open access and social media to amplify the journal's reach and promote knowledge translation. He was a podcast and YouTube pioneer and "influencer" before that latter description entered the lexicon. The BJSM YouTube channel had over 8 million views before 2015 and the podcast he launched

(BJSM podcast) reached over 5 million listeners during his editorship.

A professor at UBC since 2000, Khan served as Scientific Director of the CIHR Institute of Musculoskeletal Health and Arthritis (IMHA) from 2017-2025. He worked closely with researchers and policymakers to advance collaborative research. He also increased the opportunities for patients and people with lived experience to lead research initiatives ("let patients lead"). An unabashed advocate for the role of Institutes as one element of Canada's health research funding system, he brings substantial international experience.

GREG LEHMAN



Treating the Whole Person Doesn't Have to Be Complex. How Simple Fundamentals Can Guide Our Practice.

Greg Lehman is a practicing physiotherapist, researcher and educator in Toronto, with over 20 years experience in the rehabilitation field. Greg's background includes a MSc in Spine Biomechanics, MSc in Physiotherapy and a Chiropractic degree. Greg has published more

than 20 peer reviewed publications in the manual therapy and exercise science fields. He has a special interest in the multidimensional nature of pain and injury and believes that simple yet comprehensive approaches are a cornerstone of the biopsychosocial approach

to patient care. Greg has taught the popular "Reconciling Biomechanics with Pain Science" course for 10 years to thousands of therapists throughout the world. The course is about fundamentals and finding the common threads of many rehabilitation approaches.

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HOW TECHNOLOGY AFFECTS MASSAGE THERAPY

by Slav Marinov



Slav is an award winning therapist with over 23 years' experience in massage and body manipulation. Highly regarded as one of the top massage therapists not only in London but internationally, he looks after the wellness of elite athletes and celebrities from fashion, film and music industries as well as royalties and high profile business and A-list clients.

After graduating from the National Sports Academy in Sofia he worked as a Personal Trainer and physical therapist for 10 years before moving to London in 2003 to continue his education. His excellent knowledge of anatomy, physiology, sports nutrition and rehabilitation gave him a great foundation to develop his skills in massage to the highest level.

Slav's work has been recognised internationally by different panels of experts and he has achieved multiple industry awards:

FHT "Excellence Awards" 2022

- Finalist in the "Lifetime Achievement" category

World Massage Championship 2022 – Copenhagen

- Gold Medal and World Champion in Sports Massage

European Massage Championship 2022 – Nice

- Gold Medal in Sports Massage
- Gold Medal in Western Free Style Massage
- Absolute Champion of Europe and winner of "Best Massage in Europe" 2022

Intercontinental Massage Championship 2022 – Athens

- Gold Medal and Intercontinental Champion in Sports Massage

National Massage Championship UK 2021 – London

- Gold Medal and National Champion in Free Style Massage
- "Judges Excellence Award" and Absolute National UK Champion 2021

Following his success, he was appointed as a judge at many massage competitions including:

- The Greek National Massage Championship 2019
- The Online International Massage Championship 2020, 2021
- The National Massage Championship UK 2022
- Ukrainian Massage Championship 2023
- National & International Massage Championship of Switzerland 2023

The next carrier step for Slav is to pass his vast knowledge, skills and experience to others who are passionate about massage therapy.

In 2021 he launched SlavMA (Slav Massage Academy) and is travelling around the globe for face-to-face trainings, workshops and master classes.

Slav is a member of the European Massage Association (NEWMA), International Massage Association (IMA), the World Massage Federation (WMF) and the Federation of Holistic Therapists (FHT).

Recently, I came across a spa offering massages done entirely by robots, and it got me thinking about the role of technology in our field. While technological advancements can bring many benefits in different areas of our lives, they should never come at the expense of human touch in our field.

Sure, technology will soon replace many practices, but it will never be able to mimic and replicate the heart-to-heart interaction that comes with intuitive human care. Massage therapy is more than just mechanical pressure and physical manipulation of the body; it's about connection, intuition, empathy, and healing intention. The subtle nuances of human touch—adjusting pressure based on client feedback, sensing areas of tension, and creating a comforting environment—are irreplaceable aspects of our practice.

Robotic assistance can offer precise and consistent pressure, but it lacks the ability to adapt in real-time to the unique needs and emotional states of individual clients.

As we adopt new tools and embrace technological advancements, let's remember to preserve the core of what makes massage so powerful: the human connection. Encouraging human therapists and valuing the age-old traditions of massage ensure that the essence of massage therapy remains intact and that we continue to offer a holistic, personalized experience.

In a world increasingly driven by technology, the simplicity and profound impact of human touch offer a much-needed counterbalance. Let's continue to celebrate this unique gift, ensuring that the art of massage thrives for generations to come.

NAVIGATING GENERATIVE AI



Opportunities, Limitations, and Ethical Considerations in Massage Therapy and Beyond

Amanda Baskwill, RMT, PhD

Executive Editor/Formal

Editor-in-Chief, IJTMB

Senior Vice President, Academic and
Chief Learning Officer at Loyalist College,
Belleville, ON

This prescient article by Amanda Baskwill, former Editor in Chief of the International Journal of Therapeutic Massage and Bodywork, originally appeared in the IJMB in 2023. Dr. Baskwill has been a Registered Massage Therapist since 2003.

Generative artificial intelligence (AI) has become a hot topic, particularly ChatGPT's quick adoption and popularity, prompting discussions about its disruptive potential in health care, education, and creative sectors. The author, an early adopter, shares personal insights on leveraging generative AI for creative tasks and communication challenges, while also exploring its role as a tool rather than an author. Opportunities and limitations of integrating generative AI in the massage therapy field are explored, reflecting on the profession's reluctance to embrace technology and the potential efficiency gains. While acknowledging generative AI's creative promise, the importance of ethical and regulated utilization, highlighting data biases and limitations, is underscored. Overall, a balanced and responsible approach to incorporating generative AI into various domains is recommended.

KEYWORDS: massage therapy, generative artificial intelligence, ChatGPT, disruption, ethical utilization

Everyone seems to be talking about generative artificial intelligence (AI).(1) ChatGPT was released in November 2022 and had 100 million users in two months.(2) Discussion regarding the impact of this new technology on health care, the world of work, education, and creative industries is ongoing. The discourse seems to centre on the disruption the introduction of this technology is causing.(1)

I must admit that I am an early adopter of generative AI. While this certainly doesn't make me an expert, I have seen several uses that have helped me to spark my own creativity, overcome writer's block, and frame challenging emails or presentations. As an editor, I have also seen discussions about whether ChatGPT can be an author. Spoiler alert—most do not believe it can, but do recognize it as a tool that can be referenced. As an educator, I am questioning how to approach learning and evaluation, given the new AI tools that are emerging.

In the past, it seems to me that the profession of massage therapy (MT) sees itself as immune to technological advances. We pride ourselves as being "natural" and a profession that cannot be replaced by robots. But, I wonder, is this mindset limiting our evolution by failing to recognize where technology can provide support or efficiencies to the administrative elements of our work and lives? In this editorial, I explore the opportunities within research, practice, and education that might be of interest to the profession of MT, while also identifying some of the cautions and limitations.

A Primer on Generative AI (Written by ChatGPT)

Generative AI refers to a branch of artificial intelligence technology that involves the creation of new and original content, such as text, images, or even music, using algorithms and large datasets. Unlike traditional software that follows pre-defined instructions, generative AI models have the ability to generate content autonomously.

These models are trained on vast amounts of existing data, learning patterns, styles, and structures from this data. Once trained, they can then generate content that is in line with the data they've been exposed to. For instance, a generative AI language model can construct coherent

paragraphs of text in a particular writing style or on a specific topic.

The process of generating content involves the model predicting the next piece of data based on the patterns it has learned. This prediction is based on probabilities and is influenced by the context provided. In essence, the model is making educated guesses about what comes next in a sequence, whether it's words in a sentence or pixels in an image.

Generative AI has shown remarkable potential in various creative and analytical applications. It can be used to draft text, compose music, create artwork, and even simulate realistic scenarios. It's important to note that, while generative AI can produce impressive outputs, it's reliant on the data it was trained on and doesn't possess consciousness or creativity in the human sense. It's a tool that augments human creativity and aids in tasks requiring content generation.(3)

If you are looking for a reference or further reading on generative AI, consider this article from Rudolph, Tan, and Tan.(4) It is from the perspective of higher education, but has basic information about generative AI, too.

Opportunities for Generative AI in MT Research, Practice, and Education

A primary function of generative AI (GenAI) is to create written text from the datasets to which it has access. As such, some of the opportunities to integrate GenAI into massage therapy research, practice, and education relate to creating articles, essays, summaries, and explanations.(5) Whether it is professional, research or academic writing, GenAI can improve writing style, grammar, and tone.(2) In my personal experience, I have discovered the advantages of employing ChatGPT to initiate a piece of writing or to navigate through challenges in wording. For example, I have given ChatGPT a policy and asked it to create an email to students making them aware of the policy. It wasn't perfect, but it gave me ideas for how to structure the message.

When I think about how this tool would create efficiencies for massage therapists in practice, it could be used to write emails to clients, letters to other health-care professionals, and content for websites or other marketing materials. Mesko and Topol share many future applications in health care, including creating clinical documentation and personalized health plans.(2) While we might not be there today, it is interesting to think about how that would create time for practitioners to focus on other responsibilities.

In education, the emergence of generative AI scholarly writing is compelling educators to rethink their approach to evaluation.(5-7) I hope this is a sign of a return to learning through application rather than memorization. Baidoo-Anu and Ahsah suggest that educators may use GenAI themselves to design personalized and interactive learning or to generate prompts and ideas for learning activities and assessment. (5) We are very early in the possibilities. GenAI may lead to personalized tutoring, automated essay grading, and language translation, as the use of this technology matures.(5)

With Microsoft exploring whether to embed ChatGPT holistically into their products,(8) it is likely we have only seen the surface of GenAI integration into software we use every day. Before transitioning into

some of the other considerations of generative AI, ChatGPT has fun and frivolous everyday uses, too. My first foray into generative AI was to ask ChatGPT where to go to on vacation. It returned the top ten places to go in the summer. I further refined my search and it shared things to do in various places. It was a great place to start. My colleagues and I have also used it to name our office plants.

Cautions and Limitations to Using Generative AI

These opportunities for creativity and efficiencies come with cautions and limitations. Because generative AI, such as ChatGPT, relies on existing datasets, any errors, biases, or historical content (in other words, information that has been revised or debunked in present day) is the information that is generated in ChatGPT's responses.(2) Holden Thorp, amongst others, shares that "ChatGPT sometimes writes plausible-sounding but incorrect or nonsensical answers."(9)

ChatGPT does not reference the information that it generates unless specifically asked. Even then, ChatGPT may not have used specific sources or has been created using fictitious sources. Not only are references made up, but sometimes ChatGPT is known to "hallucinate" results(2)—creating outputs not based on any factual information.(5) This can have serious consequences when unchecked in the health field (and others, of course).

When I asked ChatGPT for a reference for a statement it made in the writing of the generative AI primer above, this is what it 'said':

I apologize for any confusion, but the statement "artificial intelligence (AI) has emerged as a powerful tool that has the potential to reshape various industries, including academia" was provided as a general introduction to set the tone for the editorial. It doesn't refer to a specific source or reference. As of my last knowledge update in September 2021, the idea that AI is transforming various industries, including academia, was a widely acknowledged trend based on numerous news articles, research reports, and discussions within the technology and academic communities. If you're looking for specific references, I recommend searching academic databases, technology news sources, and reports from organizations like AI research institutions or educational technology associations.(3)

The use of ChatGPT in the creation of written works has raised the question as to whether ChatGPT can be an author.(1,9) Some journals, such as Science, have statements that manuscripts must contain original work—which is intended to signal to authors that AI-generated text is not acceptable.(9) Science is updating its editorial policies to specify that work, including figures, images, and graphics cannot be AI-generated in the submitted manuscript. The International Journal of Therapeutic Massage and Bodywork has not updated its policies yet. We are reviewing decisions made by other publications and the emerging discussions. The American Psychological Association has recommended referencing ChatGPT and other generative AI as a tool—similar to the approach one would take with a statistical software package.(10)

In research publication and education, some editors and educators have turned to AI-generated text detectors. Unfortunately, in part due to the pervasive use of GenAI in word processors, email programs, and grammar support programs, these detectors are not effective or accurate at this time.(5)

There are also cautions related to GenAI in clinical practice. Like any technology, it cannot replace professional judgment. Some are piloting the use of GenAI to diagnose patients' medical conditions and recommend treatment options.(11) There is a risk that practitioners will trust information generated by artificial intelligence despite well-documented evidence that there is limited current scientific data available to GenAI on which to base their recommendations. Practitioners remain solely responsible for ethical and appropriate care of patients.

A final area of caution is around the regulation of GenAI technology. Until now, the technology has progressed so rapidly that there has been limited-to-no regulation or government oversight.(2) As generative AI continues to develop and be more broadly used, regulation will be instrumental in maintaining individual privacy and security of information. Mesko and Topol suggest that, due to the complexity and span of usage, a one-size-fits-all approach to regulation will not work, and regulation should take into account specific industry concerns. (2) They further provide a list of regulatory challenges that need to be addressed, including data privacy, intellectual property, data ownership, and monitoring and validation.

Summary

It is crucial to approach the utilization of ChatGPT and similar technologies with thoughtful consideration rather than hasty enthusiasm. While the potential applications are fascinating, a tempered approach acknowledges both the evolving capabilities and current limitations. The technology's ongoing learning process holds promise for more accurate and contextually relevant responses, yet it is essential to recognize that its full potential is a journey that lies ahead.

As we navigate this era of generative AI, a shift in skill requirements becomes apparent. The landscape demands a fusion of traditional expertise and proficiency in AI interaction. While roles in fields like clinical practice might not be wholly replaced by AI, those who embrace and adapt to generative AI stand to position themselves favourably in clinics, educational institutions, and beyond. The key lies in harnessing this technology's power to augment efficiency while adhering to a strong ethical framework. Transparency, accountability, and adherence to regulations or professional guidelines, will serve as the guideposts in this evolving landscape. In this way, as generative AI continues to establish its presence, it is our responsibility to tread mindfully, balancing innovation with integrity.

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ICBC SERVICES EVOLVING TO IMPROVE RECOVERY EXPERIENCE



John Beesley,
ICBC Director Claims Program & Strategy

Helping customers achieve their best possible recovery outcome is at the heart of the work we do. ICBC's Enhanced Care model is care-based, collaborative, and committed to fostering a positive customer experience. It's also a model that continues to evolve. Since Enhanced Care launched in 2021, we're always looking at ways to improve the recovery experience for both our customers and the health care providers who treat them. We're pleased to share some recent initiatives that will better support customers in their recovery journey.

Launch of Health Care Provider locator

We have heard from British Columbians that one of their challenges after a crash is knowing where to turn for help. Earlier this year, ICBC launched an online Health Care Provider locator (icbc.com/findaprovider) which helps people injured in vehicle collisions easily find treatment providers who direct bill to ICBC. Customers can quickly search pre-approved clinics in their community providing Registered Massage Therapy, acupuncture, chiropractic, counselling, kinesiology, physiotherapy, and psychology services. The goal of this locator is to help injured customers begin their recovery sooner by finding care providers close to home.

So far, over 1,250 clinics, representing more than 10,000 health care practitioners, have signed up to be featured on the locator, including 2,731 Registered Massage Therapists. We hope the number of clinics featured will continue to grow, particularly in rural and remote parts of our province, where we know access to services can sometimes be challenging.

If you are a member of ICBC's Recovery Network, and your clinic is not currently on the locator, we encourage you to explore the opportunity. Once you are listed, customers will find direct links to your clinic's website, contact information and services provided. More information on how to sign up is available at www.partners.icbc.com/recoverynetwork.

Just as we want to help injured British Columbians begin their healing as soon as possible, we also want to make sure that customers are getting the right care at the right time and that the processes for accessing care work for Registered Massage Therapists as well. This is why we recently updated our policies on approved treatment durations for massage therapy sessions. Based on your feedback, we now fund pro-rated 30-minute massage therapy sessions, allowing more flexibility for you and our customers. If you are looking for more information on treatment services and policies, I encourage you to review the Registered Massage Therapy program guide.

Customer Care Access and Recovery Experience (CARE) review

As we continue to look at opportunities to improve the recovery journey for our customers, we have initiated the Customer Care Access and Recovery Experience (CARE) Review. The review will explore what's going well and what we can improve to support a customer's functional recovery and ensure efficient care funding processes for both ICBC staff and the health care providers who treat our customers. Feedback from both customers and health care providers is an integral component of this project.

In the first stage of our CARE review, which launched in September, we reached out to a number of ICBC's Recovery Network health care providers and administrative staff. Through qualitative interviews completed by an independent third-party firm, we welcomed their feedback on care access and the customer's recovery experience. We also sought to better understand the ideal treatment journey from a health care provider perspective. We're looking at everything from what information is collected, to how we use treatment plans and reports, and where there may be opportunities to further enable health care providers to support our mutual customers' recovery.

Are there opportunities to improve when we seek information from health care providers? Are there ways health care providers can more easily share how a customer's recovery is progressing? What is working well that should continue as is? These are the types of questions we want to explore, with a view to making the first 12 weeks of a customer's recovery, and beyond, as seamless as possible. With the interviews almost complete, we'll be using the data to guide our next step; a survey of all the ICBC Recovery Network members, which will be coming your way by email in November. The review will be completed next year, with recommendations to follow.

The aim of this work is to improve how ICBC and health care providers can better align on customer recovery, and ultimately, foster a better customer experience and outcome. It's part of the continued culture shift at ICBC, brought on by the transition to Enhanced Care, where we are working collaboratively with our health care partners to help injured customers reach their recovery goals. And while transition often comes with challenges and opportunities for growth, we will work through these together with health care providers as we focus on our common commitment to support customers on their recovery journey.

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