



Cognica

CCA - The Canadian Counselling Association's Newsletter

WINTER

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The Times They are a Changin'

(with apologies to Bob Dylan!)

A new year has dawned! It gives me great pleasure to be able to use this space to wish you and your loved ones a healthy, prosperous and peaceful New Year!

A new year represents an opportunity for renewal of those things that are meaningful to us and to turn over a new leaf and resolve to be better — as individuals, as families, as a community, as a society, and as a profession! 2008 offers all of us the chance to start fresh, renew, change and look forward.

It certainly looks like CCA has a wonderful year ahead, filled with new learning experiences and various opportunities for growth and development.

The Year So Far

Your CCA leadership team has been busy since we came together as a board in May 2007.

- * The directors on the various board committees and many of our chapters have been working very hard to connect with members through a variety of professional development activities and communications.
- * For the first time in CCA's history the Private Practitioner's Chapter (currently being chaired by Lorne Flavelle and Dr. Patricia Donihee) together with our Executive Director, organized a Webinar. It received rave reviews from the participants.
- * The Membership Services Committee continued with the tradition of designing and writing a newsletter for CCA's student members.



MARIA DE CICCO

- * The Awards Committee has been busy reviewing award nominee entries to be announced at the upcoming CCA Conference in Moncton.
- * The Policy Committee has been busy looking at a robust framework to house all of CCA's policies.
- * The Advocacy, Sustainability and Liaison Committee has been looking at how we can highlight on a regular basis extraordinary CCA members who in one way or another make contributions to our profession.
- * Ontario, British Columbia, Prince Edward Island, and Nova Scotia are in various phases of looking at counsellor regulation and your CCA team has been involved in various capacities.
- * CCA has increased its involvement with AIT issues.
- * Members of the CCA Executive have been invited to international counselling conferences — British and American.
- * Individual directors have been connecting with members by telephone or via email, making presentations to members and representations at various provincial events.
- * For the first time in CCA conference history, CCA will be sponsoring a half-day pre-conference event for CCA Students during our annual conference in Moncton.

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ENDOWMENT PROGRAM: BUILDING FOR THE FUTURE

The Canadian Career Development Foundation (CCDF) and the Canadian Counselling Association (CCA) are pleased to sponsor an endowment program established to stimulate and support innovation in the field of career development.

This fund is intended to promote imaginative and leading edge initiatives that extend our understanding of critical issues, push the envelope and strengthen our practice, offer new and creative approaches to service delivery and career self-management, and contribute to improved quality of life in Canadian communities.

Each year, CCDF will award up to \$7,500 to a project, or projects that demonstrate potential for the advancement of career development.

Deadline for submissions is October 31, 2008.

For full details, please download the PDF version of the application form at <http://www.ccdf.ca/PDF/endowment.pdf>.

Please use the Word file at <http://www.ccdf.ca/Documents/endowment.doc> to construct your proposal.

There is no provision for completing and submitting your proposal online.

Great News! We have Inuksuit.

Here's your chance to give that important person a unique and significant gift, an Inuksuk, which is symbolic of leadership, the importance of friendship and reminds us of our dependence upon one another.



A special purchase for only \$23 from CCA!

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PUBLICATION GUIDELINES

Cognica's mandate is to "reflect the current status of counselling across Canada".

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Editorial Committee:
Sandra Salesas, Maxine MacMillan, Sharon Cameron, Julie Ouellette, Isabelle Aubin

Except where specifically indicated, the opinions expressed in *Cognica* are strictly those of the authors and do not necessarily reflect the opinions of CCA, its officers, directors or employees.

All submissions are welcome for consideration. Those accepted will be subject to editorial review prior to publication.

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A Bold New Direction

One of the most difficult and challenging issues facing this board is the future identity of CCA. More specifically, the issue I would like to address at this time is the possibility of changing the name of CCA. This issue is not new; it was addressed by our past president, Dr. David Paterson in his President's message in the July 2006 edition of *Cognica*, and it has been raised at various board and Executive meetings since 2005.

The lengthy history of discussion culminated with the December 6, 2007 Board of Directors meeting, where after careful reflection and a lengthy discussion, the following motion was passed unanimously:

Motion: *That the Board of Directors of the Canadian Counselling Association recommend to the Annual General Meeting in May 2008, that the name of the Association be changed to "The Canadian Counselling and Psychotherapy Association".*

Let me share the background information and reasoning that has informed our discussions at the board level, and that have led to the conclusion that going forward with a name change would be a step in the right direction. We believe that such a change would respect CCA's history yet prepare CCA for the future!

Many of us have heard examples of how the term "counselling" is too generic and not well understood. We have heard of individuals in a variety of non-mental health counselling professions referring to themselves as counsellors – colour counsellors, financial counsellors, real estate counsellors, credit counsellors and the list goes on. CCA created the CCC designation which to a certain extent is used to distinguish professional mental health counsellors from non-mental health counsellors and to give our profession a certain degree of professionalism, higher standards and importance. We have heard from our members and discussed among ourselves, the need to protect the title and more clearly identify ourselves.

Also, recent legislative activity in Ontario, Quebec, British Columbia, PEI, and Nova Scotia will affect the manner in which many of our members refer to their work and to themselves.

The Current situation...

- In Quebec, the only province to regulate counselling, the title c.o. (conseiller d'orientation) is protected but the title "conseiller" is not.
- Bill 50 was deposited in the Québec Legislature a few weeks ago to regulate the activity of psychotherapy

and to regulate the title of "psychotherapist". This piece of legislation, if adopted, will reserve the activity of psychotherapy to members of the College of Physicians and College of Psychologists. As well, members of four more Colleges (Orders) representing six occupations, who will meet a certain set of stated knowledge and competencies, will be entitled to the reserved activity and title. The occupations currently identified under Bill 50 are: Psychologist, Physician, Guidance Counsellor, Psychoeducator, Social Worker, Marital Therapist, Occupational Therapist, and Nurse.

- Bill 171 was passed in the Ontario legislature on May 31, 2007. Bill 171 protects the titles of Psychotherapist and Registered Mental Health Therapist. Bill 171 also provides for a controlled Act of Psychotherapy.
- In British Columbia, the term "Counselling Therapist" has been designated by the government but there is no legislation in place at this time.
- In Nova Scotia, NSAPC has changed its name to NSACT (NS Association of Counselling Therapists) to more closely align with other Canadian jurisdictions.
- In PEI, PEICA has designated one of its chapters as the Psychotherapist Counselling Chapter.
- In 2000, our sister association in England changed its name to reflect the growing reality in Britain. The name was changed from "The British Counselling Association" to the "British Association of Counselling and Psychotherapy".

The CCA Board of Directors acknowledges past efforts and traditions and honours them, but must also prepare CCA to embrace the changes and challenges as it marches into the future. This will be done in a caring, careful, clearly informed and committed fashion.

Rest assured that the name change we are proposing would be both inclusive of our members and the association's history and yet progressive and cognizant of what is happening and will continue to happen to the counselling profession in Canada, as regulation spreads across the country. Such a name change would mean that school counsellors, career practitioners, private practitioners, counsellor educators, essentially all of our current and potential new members could find a reason to want to belong to our association. With the words counselling and psychotherapy in the name of our association, there could be no mistake with regard to the professional identity of our members.

It will be imperative that the counselling profession continue to have a strong national and international voice at various tables. It will also be important that everyone can see

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PRESIDENT'S MESSAGE cont'd

■ Continued from page 3

themselves in our title and more importantly that the title carry a certain amount of weight and clout at the various national and international forums.

A good example of needing to belong to a College and choosing to be a member of a professional counselling association is mine. Drawing from my personal experience, I must be a member of the College of Guidance Counsellors in Quebec in order to work in Quebec and use my protected title and yet, I choose to belong to CCA for the camaraderie, the networking, the professional development opportunities, to learn about what is happening at the pan-Canadian level, and the ability to maintain a Continuing Education transcript.

I am certain that many of you belong to a number of associations not by force, but by choice. This will become the case for CCA in the future. Remember a College protects the public from the unethical counsellor; an association supports the counsellor to continue to learn, exchange ideas, network and evolve professionally!

I would encourage you to discuss this and share your views on this matter with your provincial/territorial directors or to write to me at president@ccacc.ca



Maria De Cicco
President, Canadian Counselling Association

Changing Practice: One PIN Demonstration Site at a Time

Editor's Note:

The Physician Integrated Network has been working with various clinics within Manitoba to introduce practice changes that have included a multidisciplinary approach to service delivery. Clinics are excited about the opportunities these additional providers have offered to patients within the clinics and several have already stated their hope for including even more disciplines, including counsellors, psychotherapists and psychologists in their practice as PIN continues to roll out.

When patients walk into Dr. C. W. Wiebe Medical Centre they may not notice anything different at first; but throughout their visit they will begin to notice that there are some changes taking place within the rural clinic. For example, as they are waiting for their appointment, a nurse may approach them and take them into an examination room. The nurse will check the patient's height and weight and take their blood pressure. The nurse will then ask a few questions about smoking habits and enter the results into the Electronic Medical Record (EMR).

When it comes time for their appointment, the physician will begin by asking a few simple questions and talk about preventative tests and screenings that should be completed. The physician may then be prompted by the EMR that the patient's fasting blood sugar is overdue for managing their Coronary Artery Disease, and order the test. The Physician may also inform the patient that their lipids are abnormally high and recommend the patient see the clinic dietitian to talk about lifestyle changes that will help with lipid reduction. As the patient leaves the clinic they may then book an appointment to meet with the dietitian.

These changes are only some of the many changes that three clinics in Manitoba are undertaking as part of a new initiative of Manitoba Health called the Physician Integrated

Network (PIN). The three clinics participating in the demonstration phase of the initiative include: Dr. C. W. Wiebe Medical Centre in Winkler, Agassiz Medical Centre in Morden, and Assiniboine Clinic in Winnipeg. Steinbach Clinic in Steinbach is the control site for the Initiative.

Each of the three demonstration sites have identified potential practice changes to help them improve access to primary care; improve primary care providers' access to and use of information; improve the working environment for all primary care providers; and to demonstrate high quality primary care.

PIN is using Quality Based Incentive Funding (QBIF) (a Manitoba version of pay for performance) as a catalyst for practice and system change. With this approach, EMRs are a very important part of managing clinical practice guidelines.

On October 26, 2007, a workshop was held in Winnipeg for all participating clinics and stakeholders of PIN from across the province. The objectives of the workshop were to update attendees on the accomplishments of the participating sites, discuss success and issues thus far, and to talk about the future evolution of PIN. From presentations and discussions at the workshop, it was evident that PIN Demonstration Sites have been working hard and will continue to work hard at introducing practice changes that will have a positive impact on patient care and clinical practice.

For future updates on what is happening with the PIN Initiative, please visit our website, at www.gov.mb.ca/health/phc/pin.html. Questions can be directed to:
Physician Integrated Network Initiative
1027A-300 Carlton Street, Winnipeg MB R3B 3M9
Phone (204) 786-7331 / Fax (204) 775-7536
Email: pin@gov.mb.ca

IN MEMORIAM

Bev Abbey

On November 29, 2007 we were all saddened to learn that we had lost a friend, a colleague, and a tremendous advocate for the counselling profession. We send our condolences to our colleagues at The British Columbia Association of Clinical Counsellors (BCACC) and Bev's family and friends.

BCACC was incorporated in May 1988 (BCACC will be celebrating 20 years at its 2008 AGM). Bev Abbey became an RCC on November 17, 1988, and was elected to the Board of Directors as Treasurer on May 27, 1989. Over the next few years she served on the Board continuously as a Regional President (Vancouver) and Executive Vice-President. She was President of BCACC from August 1998 until November 2007.

During her Presidency, Bev also served as President of the British Columbia Council for Families and introduced their policy governance model (based on John Carver) to BCACC. She also sat as a member of the Provincial Mental Health Advisory Council (Ministry of Health) from 1993 to 1999, volunteered as a professions' coordinator with the CMHA's Depression and Anxiety Screening and Education initiative held annually in October, and was a member of The B.C. Alliance on Mental Health and Addictions. In 2004, BCACC honoured Bev with an Award of Distinction.

Through Bev's exceptional vision and leadership, BCACC had a cadre of volunteers in the area of "disaster response" in place by 2002. The cadre saw a great deal of activity throughout the horrific summer of fires, and later flooding, in 2003. Bev provided a strong leadership presence both with the Vancouver Coastal Health Authority's "Community Counselling and Debriefing Mental Health Emergency Response Planning Task Group", and as a member of the "Emergency Social Services" for the North Shore (Vancouver).

Bev played a leading role in establishing a consortium of provincial counsellor organizations, the "Task Group for Counsellor Certification", and facilitated that group working together in the joint cause of establishing a College of Counsellors under the Health Professions Act. She also saw the importance of collegial connections at the national level and fostered BCACC's Association's Reciprocal Associate Membership with the Canadian Counselling Association.



Bev became known to CCA members at the National Symposium held in British Columbia in November 2005 and at the 2007 BCACC-CCA Conference which was jointly organized by CCA and BCACC. Her grace and expertise, attention to detail, enthusiasm, and positive energy were evident to all who attended those events.

Upon her passing, Bev's husband sent CCA the following message:

"She affected in a positive manner nearly everyone with whom she came in contact. She chose friends and associates who were people with a strength of character, so that nearly all of her efforts were successful. With all of the tributes that were paid to her prior to her death, by cards, calls, e-mails and visitations, she finally agreed that she had made a positive contribution to her city, her province and her country."

I am sure you will have come to this same conclusion.

CCA would like to take this opportunity to recognize the outstanding accomplishments of Bev Abbey. We would like to commend her leadership, her volunteerism, and most especially her life as an exemplar of the caring, nurturing profession of counselling. At the close of the National Symposium on Counsellor Regulation, as Bev's eyes swept across those present she gracefully intoned, "A special thanks to your families who have shared you with us for these few days." To Bev's family, we echo her heartfelt message.

MESSAGE FROM THE PRESIDENT-ELECT

In my last message to you, I reflected on the value and importance to us professionally of CCA and the value and importance to us of participating in or attending CCA sponsored conferences. In that message I used the analogy of the two best times to plant an oak tree, or when are the two best times to get involved in CCA — now or twenty years ago.

In this message, I'd like to expand on my previous comments by updating you on a recent conference I attended which was sponsored by the British Association of Counselling and Psychotherapy (BACP).

The BACP annual conference was held in October in Birmingham UK. BACP invited Maria de Cicco to attend but as Maria was unable to do so, I was asked if I would represent CCA. We value the connections CCA has internationally. Over the years, we have increased our reciprocal associate memberships with international associations; invited international representatives to our conferences, and co-sponsored conferences with international associations such as IAEVG (The International Association for Educational and Vocational Counselling), and more recently the American Counseling Association in Montreal. At the BACP conference, I met and talked counselling with all members of the Board of Governors of the BACP, with representatives from other UK associations such as the British Association of Psychoanalysts (BAP) and the United Kingdom Association of Counselling and Psychotherapy (UKCP), as well with representatives from CACREP and the incoming president of the American Counselling Association (ACA).

While at the conference, I learned that BACP is struggling with issues similar to those of CCA. A major example of this is statutory regulation. Statutory regulation means that a profession is regulated by an independent council or college. Regulation is by protected title, which means that only people on the statutory register can use the title. In Canada, we have not yet decided on a consistent title. Some provinces (British Columbia and Nova Scotia) are using Counselling Therapist whereas Ontario, which has recently passed legislation, will use Psychotherapist and Registered Mental Health Therapist. The difference in the process to achieve legislation in the UK, I learned, is that the government is telling counselling associations they have to be regulated whereas in Canada, we have been advocating for years to have this happen. Fortunately, it is moving forward albeit slowly. Ironic in many ways I guess. Whether it is imposed by a top down government white paper ("Trust Assurance and Safety: The Regulation of Health Professions in the 21st Century") or whether it occurs

by the determined efforts of volunteers in all of our Canadian provinces, the issues appear to be the same. Counsellors in both countries have similar anxieties related to inclusion in the profession, and what the profession will look like once the regulatory process is complete and they are governed by a regulatory college; who will be included and who will be excluded is a major source of this anxiety. CCA and various provincial associations across Canada are proactive in the promotion of statutory regulation such as in the development and validation of counsellor competencies, so that our CCA members will be included when legislation is eventually achieved. CCA has also developed a legislative support fund to financially help provinces move forward in their efforts to achieve legislation.



RON LEHR

BACP, too, is responding to their government's white paper on the provision of mental health counselling in the UK which they anticipate will happen in 2009. In response to the government's legislative announcement, BACP and other associations (such as psychologists and psychoanalysts, and the United Kingdom Association of Counselling and Psychotherapy) are working together to be better prepared for statutory regulation. One move on the part of BACP has been to commission a paper that describes a core curriculum for counsellors in the UK. Representatives from the various counselling modalities (Person Centred; Cognitive Behavioral Therapy, Psychodynamic and Integrative) worked together so that the curriculum reflected an approach that was acceptable to all parties. The core domains covered were: a) The professional role and responsibilities of the therapist; b) Understanding the client; c) The therapeutic Process; and, d) The social, professional and organizational context for therapy. Within these domains, the core curriculum addresses issues related to supervision, self-awareness, personal and professional development, theoretical frameworks, ethics, and research and evaluation. In much the same way our counselling competencies will be helpful in our process, the BACP's core curriculum will increase their readiness for the impending legislation. Eighty percent of the core curriculum will be familiar to counsellors whereas 20% would be different. The core curriculum articulates an honours undergraduate degree as a minimum entry point into the profession. This continues to be a contentious point for us. What should be the minimum educational qualification that regulatory bodies in the different provinces set for entry into the counselling profession: A master's degree or an undergraduate degree? This is a conversation that is currently underway here in Canada. If you have ideas and would like me to address

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MESSAGE FROM THE PRESIDENT-ELECT cont'd

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them in another issue of COGNICA, send them to me via my email address below.

I attended other events while at the BACP conference and provided a report to the CCA Board. Though I will not go into the same detail as I did with statutory regulation, I will give you a flavour of some events I attended. In addition to the sessions, I attended the BACP awards banquet and their AGM which was particularly interesting for me. During the meeting, after all business was attended to, an open forum was provided so that BACP members could offer ideas they would like BACP to address. None of the ideas are responded to, but all are recorded and answered in the BACP magazine called "Therapy Today". One issue arising from the floor was that of personal counselling as part of a counsellor's registration. UKCP requires personal counselling as part of their registration whereas BACP does not. Some members of BACP believe that this lessens the qualifications of counsellors who do not have it. Where do you stand on this issue?

Later in the conference, the Board met for a one-hour session which I had the opportunity to attend. An issue at the board meeting was "With whom should BACP engage with in International settings?" What would be the benefits to BACP and in what ways should they become engaged? It seems to me that BACP is at a critical growth point in their development (they have 29,000 members) and are of the opinion that they have a lot to offer internationally (as well as receive from others). They believe they will need to redefine themselves when statutory regulation arrives and providing services to members is a niche they are nurturing. This will also be an issue that we at CCA will have to attend to as different provinces become regulated. With our membership having topped 3,000 and growing, I'd love to hear some of your ideas as to directions CCA might want to consider taking.

BACP has a new ethics framework. They have moved away from the idea of a Code of Ethics and have developed a framework based up the idea of "plain English" not the legalistic and professional language often used in codes of ethics. As an author and instructor in counselling ethics I find this an intriguing new way to look at ethics and ethical decision-making and will comment further in future reports.

The upcoming conference in Moncton, in May 2008, could be a similarly rich experience for you as a counsellor. Certainly the theme of the conference "Exploring Ourselves: Discovering Identity" is a propos during this time of great transition. In addition to providing rich experiences for all of us, this conference will also provide an opportunity for greater student involvement. The organizers hope to encourage attendance and participation from as many counselling students as they can. If you are a student,

whether fully immersed in a program of study or whether you are completing you degree part time, this event is an opportunity for you to get involved and become aware of what other students in Canada are doing; learn about CCA governance and the importance of the association to you; gain a better understanding of issues that are currently affecting the counselling profession across Canada; and generally network with others with whom you will develop long-lasting relationships. If you are a counsellor educator, a supervisor of counselling interns or know students who want to get involved, do something to encourage students to come and participate in the events planned for Moncton in May. I took a poll of counselling students in our program at Acadia University recently and greater than 80% indicated they will be attending! Wouldn't it be great if this enthusiasm to attend was consistent across the country!

In closing I would like to thank the CCA Executive, the Board and you, the membership of CCA, for supporting my attendance at BACP. I personally believe that having international affiliations is important to CCA and hope that we can engage in more discussions on how we can make future contacts possible. Should you want to talk to me personally about counselling or counselling issues in the UK, and in Canada or about any other part of this report, please email me at ron.lehr@acadiau.ca or call me at 902-585-1302

Respectfully Submitted
Ron Lehr
President Elect

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Message from Connie Gerwing, Saskatchewan Director and CCA Treasurer

Saskatchewan CCA members:

The fall CCA board meeting was held in Montreal on the 2, 3rd and 4th of November 2007. Since I am on the Executive, as Treasurer, I attended the first day which was devoted to executive business. The weather was great in Montreal, warmer than here and they'd had very little frost so there were still blooming flowers around.

We had a very full meeting agenda so here are the highlights that might be of interest to Saskatchewan members. If you have any questions about any of these topics or want more information please contact me at cgerwing@sasktel.net or phone me at 764-3945 or at work at SIAST, 953-5322. I'd be happy to expand where I can or refer you to whoever can give you more information.

- * Regulation is beginning to happen across the country. At this time, Ontario has passed a bill to regulate psychotherapy and registered mental health therapy. This is under their health regulation process. It will take about two years to flesh out the legislation. This is the second province to regulate after Quebec, which has regulated counselling activities since the 1940's and is also finalizing their last professional area. Other provinces are moving on this as well, mainly BC and PEI at this time and Saskatchewan will eventually be part of this. What this means is that the process will pick up steam across the country.
- * CCA has created a Legislative Support Fund to support the various moves to regulate counselling across the country. There is a significant cost to CCA of being part of the coalition that lobbied the Ontario government to include counsellors as part of this process. The board hasn't decided how to financially support the legislative support fund but by spring we should be making a recommendation to the AGM.
- * A CCA name change is also under discussion by the board and members. We hope you will all think this through and offer your comments to me or to the CCA Executive. The name that's under consideration is the Canadian Association of Counselling and Psychotherapy. This has arisen because of the regulation process that will happen in all provinces over the next few years. We are trying to be inclusive and ensure that anyone practicing any form of counselling/ psychotherapeutic activity will have an home in the

organization now called CCA. The regulation process dictates the name to some extent and there are problems with the word counselling. It has been co-opted by many groups, real estate counsellors, financial counsellors and others. This makes it difficult to define, which is why the name is not used in the legislation proposed in the various provincial acts. Let me know what you think.

- * The CCA 2008 conference will be in Moncton, New Brunswick, on May 14 to 16th. Their website is operational now and can be accessed through the CCA website.
- * For those of you who are working in the K-12 school system, Manitoba has produced a sourcebook for Manitoba counsellors that is available in French and English. I received a copy and passed it on to Lorraine Engel, president of the Saskatchewan School Counsellors Association. If you are interested in getting a copy let Lorraine or me know.
- * The Social Justice chapter of CCA is up and running. Joanne Stolz has been doing some fundraising from here home area of Victoria. For a mere \$10 you can join any chapter in which you're interested and contribute.
- * A new edition of the student newsletter is now available. Anyone interested can go to the CCA website.

Finally, your conference committee is moving ahead, meeting on a monthly basis. We have committee chairs for all committees now and they would all like to have members to help out in their various areas. The chairs are:

- Program committee – Connie Gerwing
- Registration committee – Beatrice St. Amand Doepker
- Facilities/transportation – Rita Macleod
- Publicity – Carmelle Blomquist
- Exhibits – Lorraine Engel
- Finance – Tim Claypool
- Social – Kristine Larson

Connie Gerwing

The Tangled Web We Weave: Dual Relationships

By Denise E. Hall

This is a summary of a paper submitted in May 2005 for the Ethics and Professional Issues course in the Masters of Counselling Psychology Adler School of Professional Psychology.

My purpose in this paper is to explore the complexity of dual relationships including the power dynamics, discuss the risks and benefits, and outline strategies to minimize the effects on the therapeutic relationship. I became interested in the subject during my ethics course and I found that my professional experience elicited many rich examples.

Professional sexual abuse is an example of the devastating effects of dual relationships. Power dynamics are inherent in the therapy and betrayal of the trust embedded in the therapeutic relationship can leave a client with a deep suspicion of the profession, self-blame, confusion, powerlessness and a loss of self-worth (Disch, 1989). Stake (1999) reports that from 3 to 12% of male psychologists and from .56% to 3% female psychologists reported having sex with a current client. Perpetrators are likely to be highly educated and "highly placed".

Practitioners and governing bodies such as the Canadian Psychological Association (CPA) (2000) suggest that dual relationships are to be approached very cautiously or avoided altogether and others opine that with guidelines and care, participating in one can be beneficial (Kiselica & Moleski, 2005). Carl Thom (1991), on the other hand, is a proponent of a position that the main issue is exploitation not necessary the relationship. Others such as the psychologists above believe they can enter into sexually exploitative liaisons with clients.

The ethical concept of non-maleficence determines that psychotherapists and professional caregivers "do no harm" Embedded in these principles is the question "whose interests are being served in a dual relationship?" Of primary importance are the client's needs and the therapeutic relationship. Placing your needs above the needs of your client is exploitative.

Karl Thom's paper "The Ethics of Dual Relationships" (1991) takes the position that codes of ethics that actively discourage dual relationships are not addressing the underlying issue of exploitation.

He also suggests that shifting the focus to duality instead of exploitation supports the notion that by avoiding dual relationships exploitation can be eliminated. He said that view fosters complacency about the power inherent in the therapeutic relationship. Thom also believes that dual relationships can be protective because it is easier to recognize exploitation in the relationship because of their

similarity to other relationships whereas he suggests that the uniqueness of the therapeutic relationship makes it more difficult to detect exploitation.

The central issue is whether the difference in power between client and therapist is used to empower or exploit them (Thom, 1991) His suggestion for dual relationships between teachers and students and supervisors and supervisees is to take precautions and to have a third party counterbalance the power differential by reviewing the relationship.

It is his opinion that dual relationships can contribute towards improved professional judgment and that dual relationships offer opportunities for "reality testing" and increased "depth perception". There is less potential for distortions, therapists have a more realistic view of their clients, and clients are less seduced by the mystique of the therapist or see them as omniscient (Thom, 1991)

He makes the point that imposing strict boundaries around dual relationships perpetuates a hierarchical distancing type of therapeutic relationship. "Being treated as a mere occupant of a position (e.g. as "the patient" or as "the student") rather than as unique individual is a profoundly demeaning experience" (p. 52).

Sometimes as Youngren and Gottlieb (2004) suggest, a situation that appears innocuous at first can change and become a "slippery slope" to exploitation or a difficult entanglement. Initial diagnosis can become more difficult conditions that turn the relationship into a "minefield" for the therapist. Moleski and Kiselica (2005) categorize dual relationships along a continuum between destructive and therapeutic. In addition, they quote Welfel (1998) to illustrate the vulnerability of counsellors.

"Counselors with good intentions to help people who need therapy are often especially vulnerable because they underestimate the limits their other role places on them and overestimate their capacity for objectivity in the face of strong interests. In other words, they do not recognize the conflict of interest inherent in the situation. (p. 172)

Youngren and Gottlieb (2004) provide questions for counsellors to ask themselves before entering into dual relationships:

- "Is entering into a relationship in addition to the professional relationship necessary, or should I avoid it?"
- Can the dual relationship potentially cause harm to the patient?"
- If harm seems unlikely or avoidable, would the additional relationship prove beneficial?"

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- Is there a risk that the dual relationship could disrupt the therapeutic relationship?
- Can I evaluate the matter objectively?" (Pp.256, 257)

Once these questions have been addressed and the practitioner has decided to proceed with the relationship Youngren and Gottlieb (2004) advise that risk management is necessary and they suggest the following inquiry:

- Have I adequately documented the decision-making process in the treatment records?
- Did the practitioner obtain informed consent regarding the risks of engaging in the dual relationship?
- Does the record show adequate evidence of professional consultation?
- Does the record reflect a patient-oriented decision-making process?
- Are the sources of consultation credible?
- Do the diagnostic issues matter when considering a dual relationship?
- Does knowledge of the patient support the establishment of a dual relationship?
- Does one's theoretical orientation matter when considering a dual relationship?" (pp. 259, 259)

Another suggestion to guard against conflict of interest is to provide briefer less intense services to clients who have closer ties through business, friends, professional or family connections and leave intense and long term work for those with few or nonexistent connections (Kisleca, Moleski, 2005 Welfel 1998).

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The Stu Conger Award for Leadership in Career Counselling and Career Development

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Transforming Compassion Fatigue into Compassion Satisfaction: 5 Key Self-Care Strategies for Helpers

By *Françoise Mathieu, M.Ed., CCC., Compassion Fatigue Specialist.*
Director, WHP-Workshops for the Helping Professions

Compassion fatigue (CF) is characterized by deep emotional and physical exhaustion and by a shift in a helping professional's sense of hope and optimism about the future and the value of their work. It has been called "a disorder that affects those who do their work well". (Figley 1995) The level of CF a helper experiences can ebb and flow from one day to the next, and even very healthy helpers with optimal life/work balance can experience a higher than normal level of compassion fatigue when they are overloaded, are working with a lot of traumatic content, or find their case load suddenly heavy with clients who are all chronically in crisis.

The best strategy to mitigate the impact of Compassion Fatigue is to develop excellent self care strategies, as well as an early warning system that lets the helper know that they are moving into the caution zone of CF.

If you would like to assess your current level of Compassion Fatigue, visit Dr Beth Stamm's website and take the compassion fatigue self-test: www.isu.edu/~bhstamm/tests.htm. This test not only looks at CF, it also assesses helpers' level of *compassion satisfaction* which is "the pleasure you derive from being able to do your work well." (Stamm, 1999)

For the past 6 years, I have been working as a compassion fatigue specialist, offering training and counseling to helpers through workshops and individual counseling work. Here are some of the top strategies that workshop participants have identified as being most protective:

1. Take Stock: Check-in with yourself on a regular basis. I have my clients draw a dinner plate on a piece of paper and list every demand/commitment/concern they currently carry with them inside the plate. Then, I ask them to identify the demands that may be changeable, even by one percent. Participants often comment that they rarely take the time to take stock, let alone try to identify areas where improvement is possible. This can become an important and useful tool in monitoring your level of work and home stress.

2. Find time for yourself every day: Whether it's 5 minutes or one hour, time for yourself allows you to regroup and refuel. Aim to rebalance your workload if you can, by spreading out your most challenging clients, or having short breaks between sessions to take a walk, do some paperwork, talk with colleagues or visit a fun, non-work related website.

3. Have a transition from work to home: Aim to leave work behind and start fresh at home. This can mean changing out of your work clothes when you get home,

walking twice around the block before walking into your house or some other mindful ritual that allows you to transition and leave the work-related worries and difficult stories back at work, where they belong.

4. Learn to say no (or yes) more often: Many helpers tell me that they realize they now say no to friends and family all the time as they feel too tired or depleted to give any more. Others say that they are caregivers in all aspects of their lives, and walk in the door from work only to get phone calls from family members in need, or a pager from work or from the numerous committees they are on. Explore ways to set better limits at work or with demanding family members or friends or, conversely, try to say "yes" to something each week that is time-limited. Learning to set limits is a key tool in optimal self care.

5. Assess your Trauma Inputs: Do you read about, see photos of, and are generally exposed to difficult stories and images at your work? Take a *trauma input survey* of a typical day in your life. Starting with the moment you get up in the morning, note how many traumatic images and stories you absorb through the media, newspaper and/or radio. Now look at your work. Not counting direct client work, how many difficult stories do you hear, whether it be in a case conference, around the water cooler, debriefing a colleague, or reading files? Now look at your return trip home. Do you listen to the news on the radio? Do you watch TV at night? What do you watch? If you have a spouse who is also in the helping field, do you talk shop and debrief each other? There is a lot of extra trauma input that we do not need to absorb or to hear about. We can create a "trauma filter" to protect ourselves from this extraneous material. This requires mindfulness and an awareness of what is coming at us.

A few more strategies...

— **Attend Workshops/Professional Training Regularly:** Further professional development has been identified as one of the top protective factors against CF by researchers in the field. It makes sense: the more competent and confident we feel doing our work, the less stressful the work is, and the less depleted we become.

— **Consider Joining a Supervision/Peer Support Group:** This can be very informal and involve only two or three colleagues or friends. Debriefing and connecting with others is a significant way to protect ourselves from burnout and compassion fatigue.

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5 Key Self-Care Strategies for Helpers cont'd

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— **Consider working part time (at this type of job):** It has been found that the optimal number of days of doing direct client work is three days per week. If you would like to investigate ways to make this financially possible, there are some excellent books on this topic, such as ***Your money or your life*** by Joe Dominguez and Marsha Sinetar's ***Do what you love and the money will follow***. You can also explore the possibility of job sharing direct client work and taking on other duties that feel complementary and interesting to you on the other two days.

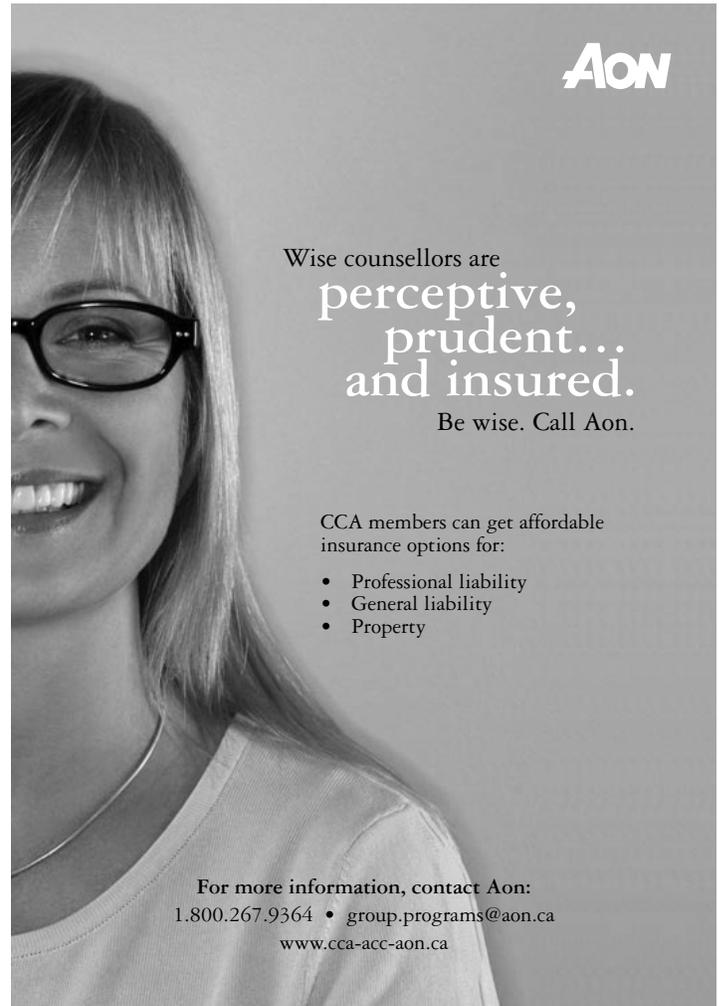
— **Learn more about Compassion Fatigue and Vicarious Trauma:** Read books (see below), visit websites and attend educational sessions on CF and VT. Workshops can be validating experiences where you meet other helpers and learn new strategies.

— **Start small:** You may not notice it right away, but making one small change to your daily routine can have tremendous results in the long term. Imagine if you started walking up two flights of stairs per day instead of using the elevator, what might happen after three months?

**Françoise Mathieu, M.Ed. CCC
Compassion Fatigue Specialist
Director, WHP-Workshops for the Helping Professions**

Françoise works individually with clients in private practice and offers workshops and consultation to agencies on topics related to compassion fatigue, wellness and self care.

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Productive Relationship Rules

By Estienne de Beer

The surest way to a successful workplace and effective teamwork is to build trust. But unfortunately trust is the most endangered sentiment in the business world. Processes and systems can easily be programmed and don't operate on trust. People do! Warren Bennis once said that "trust is the emotional glue that binds leaders and followers together". We do not build trust by just being "nice". It is fairly easy to impress people from a distance. Authentic people earn the trust of their colleagues through productive relationships. They practice the power of a consistent professional, as well as personal example. They are not afraid to make themselves vulnerable and to reveal their "human" side to those around them. They have the guts to admit when they are wrong.

Working in an ineffective group or organization can really be frustrating. Very often these organizations expect unreasonable demands from their people. Employees have no life apart from work or are forced to sacrifice other aspects of their life just to meet ridiculous deadlines. For an organization with this kind of scenario, relationships can be stressed or suffer from breakdown, not to mention the impact on spouses and children at home. Solid relationships at work can be something that provide emotional security and a source of sound advice during frustrating times. All of us will get discouraged some or other time at work. At times like these, we seek out the support of a trusted colleague or friend. The ideal is when the other person truly listens and empathizes with you during this challenging time. You appreciate the chance to get the problem off your chest and leave the room, ready to face the rat race again.

Building lasting relationships in the workplace is a necessity for several good reasons. One of the most important reasons is that an organization is dependent on how well the employees work with management. According to Gallup's research, employees don't leave companies, they leave their managers. The positive or negative influences that managers can have on the workplace, and the employees who work there, are dependant on the quality of relationships. Many managers neglect the importance of relationships of influence and ignorantly rely only on their titles and level in the organization to try to make things happen. There is only one message for these status-driven bosses who shrug off the importance of relationships: "Wake up and smell the coffee." If employees get things done, only because they are afraid, they will never walk the extra mile. When a healthy and productive relationship is in place, managers focus rather on buy-in than authoritarian commands. This is when people will walk through the proverbial fire for you.

Solid relationships allow people to openly and tactfully express their feelings and positions. Assuming that someone else at work automatically understands our needs is wishful thinking and most definitely not the best starting point. Stephen Covey gives us valuable advice to "seek first to understand, then to be understood". It's all about standing in someone else's shoes first. Attempting to understand a colleague's feelings and viewpoint creates goodwill and trust. One of the easiest ways to understand what is important to other people is to find out what makes them "glad", what makes them "sad" and what makes them "mad".

Mutual respect is the very foundation for great relationships. How about genuinely trying to listen to others? David Schwartz comments that "big people monopolize the listening. Small people monopolize the talking." The opposite of respect is the quick forming of judgments based on unfounded facts and personal prejudice. Frank Tyger dispenses this profound advice: "Be a good listener. Your ears will never get you in trouble."

Successful organizations can be defined as a web of relationships, which requires all parties to work and contribute their share in order to achieve a common goal. Having relationships that are healthy, where cooperation and respect are manifested, can make an organization perform better. In this way every employee works for the good of the whole and towards achieving the common organizational goals. Ultimately this can only be attained with productive relationships. As the saying goes: "No person is an island".

Estienne de Beer is a Motivational Speaker and Leadership Coach. He is the author of the book "Boosting Your Career - Tips From Top Executives". To receive his free personal development newsletter or to browse e-books for your success, visit his website at www.leader2leaders.com or e-mail him at estienne@lantic.net



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