

2025 ANNUAL REPORT

Reflecting on Our Progress: Advancing Quality Foot Care

2025 Highlights

2025 Financial Statements

About the College



ABOUT US

The **College of Chiropodists of Ontario** is the provincial regulatory body for chiropodists and podiatrists. The College regulates the foot care profession by setting the requirements to be registered as a chiropodist or podiatrist and establishing practice standards for safe, ethical care for all Ontarians through rigorous certification; ongoing knowledge building; quality assurance activities; articulating and promoting practice standards; establishing requirements for entry-to-practice; and enforcing practice standards and professional conduct.



OUR MISSION

The College ensures Ontarians have access to comprehensive foot care of the highest professional standards to best meet the foot health needs of Ontarians, and demonstrates its commitment to continuous improvement in regulatory oversight.



OUR VALUES

- Service:** The College commits to serving the public interest in all its regulatory activities.
- Fairness and Impartiality:** The College ensures its regulatory processes and procedures adhere to the law, including principles of procedural fairness and impartiality. Everyone is treated equitably with dignity, courtesy and respect.
- Integrity:** The College's commitment to uphold the values of honesty, trust, fairness, respect, responsibility, and courage is foundational in supporting all the other values to which the College is committed.
- Transparency and Accountability:** The College's regulatory processes and policies are clear, informed by appropriate system partner consultations, and based upon verifiable information and data. The College's mandate is accessible and clearly stated. The status of registrants and accredited facilities is current and accessible to all system partners.
- Innovation:** The College is committed to continuously seeking opportunities for innovation and creativity in fulfilling its mandate as a professional health regulator to protect the public.
- Collaboration:** The College will engage with all system partners to ensure regulation of a podiatry model that adheres to best practices and optimizes accessibility for Ontarians.



OUR VISION

The College demonstrates effective regulation of the profession dedicated to the delivery of regulatory excellence to contribute to foot health of all Ontarians.

2025 Highlights

Snapshot of the Profession

Complaints and Investigations

2025 Financial Statements



Peter Stavropoulos, DPM (he/him)
President

Message from the President

I congratulate everyone at the College for an important year. In 2025, the College continued to build momentum toward meaningful change for the profession. Our ongoing advocacy for the Full Scope Podiatric Model, unanimously endorsed by Council through the Strategic Plan, continues to be a key priority as the healthcare landscape evolves.

Amid change and uncertainty, the College strengthened engagement with the profession and collaboration with health system partners, both provincially and nationally. A major milestone was hosting the first-ever National Footcare Regulators' Conference, which brought various provincial regulators together to advance dialogue on interprovincial scope alignment, labour mobility, and the future of foot care in Canada. The College also refreshed several important standards and guidelines, including revising its Code of Ethics, to support registrants in their practice.

I share my sincerest gratitude to Council and all the Committees and staff members for their commitment to advancing the profession to serve the public interest and look forward to continued collaboration and progress in the years ahead.

Message from the Registrar and CEO

2025 was an important year as the College reaffirmed its commitment to its public interest mandate by setting new key performance indicators, modernizing several processes and programs, and strengthening engagement with registrants, learners, and system partners. Key initiatives included supporting registration pathways, enhancing the continuing education program for registrants, focusing on student outreach, and spearheading an initiative to align the scope of Canadian foot care by fostering dialogue through the inaugural national foot care regulatory conference.

As part of its ongoing efforts to raise awareness of the importance of foot care for historically underserved populations, the College continued to integrate EDI principles into its programs and initiatives and advocate for the Full Scope Podiatry Model. It also welcomed the "As of Right" Labour Mobility pathway to expand registration access for out-of-province practitioners. The College also joined the Health Professions Discipline Tribunals (HPDT), a group of administrative tribunals that hold disciplinary hearings for ten health colleges in Ontario, by establishing the Ontario Chiropody and Podiatry Discipline Tribunal, supporting a more efficient, fair and streamlined discipline process.

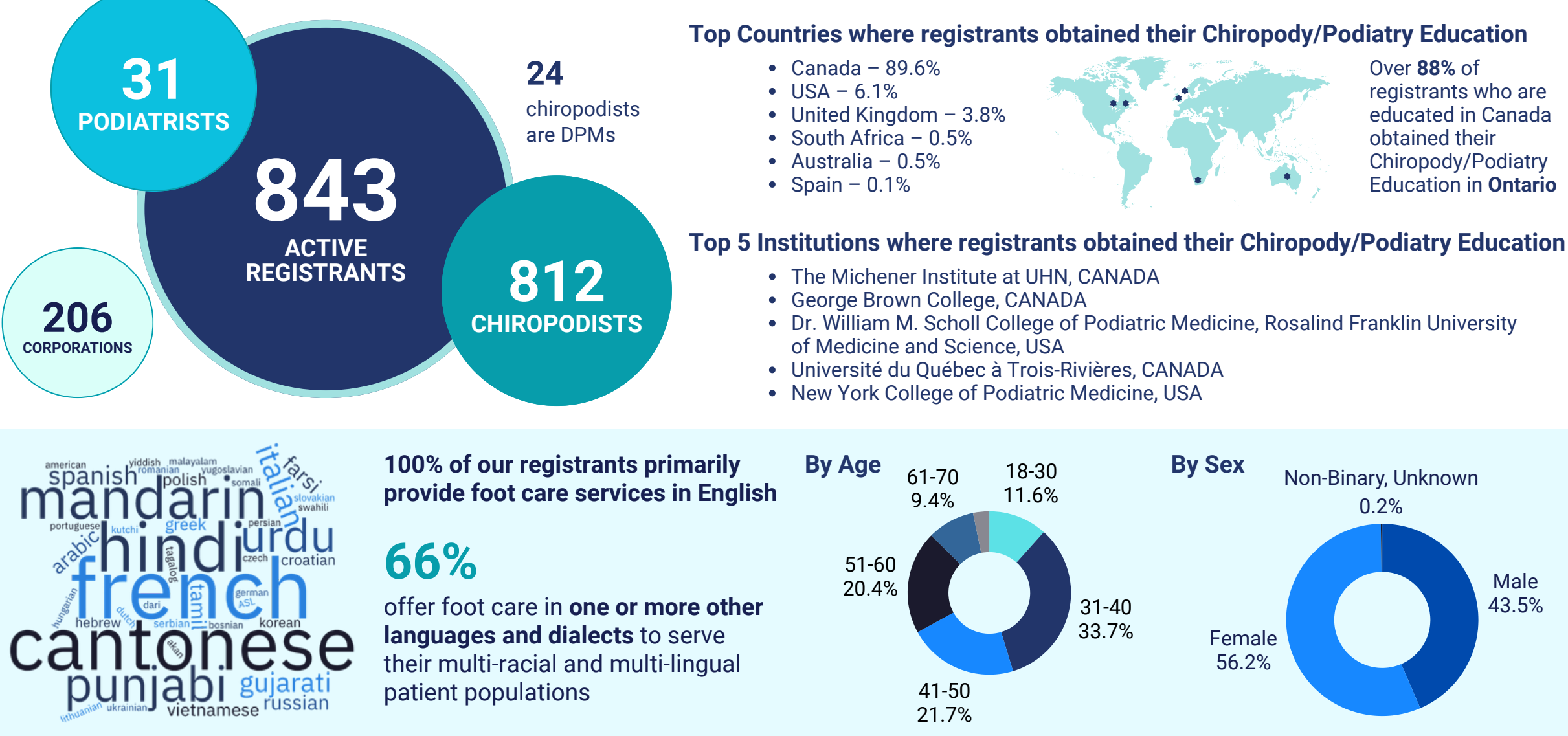
I thank Council for its vision and commitment to our mandate of protecting the public through effective regulation of foot care, and I congratulate our staff for their hard work and innovation. Onwards and upwards, one step at a time!



Nicole Zwiers, LLB, LLM (she/her)
Registrar and CEO

SNAPSHOT OF THE PROFESSION

As of Dec 31, 2025



2025 AT A GLANCE

Going Paperless

- Cheques are no longer accepted as a form of payment for any College processes or programs.
- New internal Records Management and Retention Policy** to ensure a robust storage process and timeline for maintaining College records.

New Key Performance Indicators (KPIs)

Council approved the establishment of **new KPIs** to better track and measure success and ensure key priorities, processes and activities align with the Strategic Plan.

Increased Communication with Registrants and Learners

- Launched Continuing Education e-Learning Modules for QA

5 Practice Standards

- Advertising
- Assessment and Management
- Code of Ethics
- Competence
- Cutaneous, Subcutaneous and Osseous Surgeries

2 Practice Guidelines

- Declaring Clinical Practice Hours
- Discontinuation of Services

31 New Registrants

39 Applications
2 Exam Sessions (Spring and Fall):
Core Competencies (Written), Jurisprudence (Written), and Objective Structured Clinical Examination (OSCE)

789 Email and Phone Inquiries Managed by Practice Advisory Service

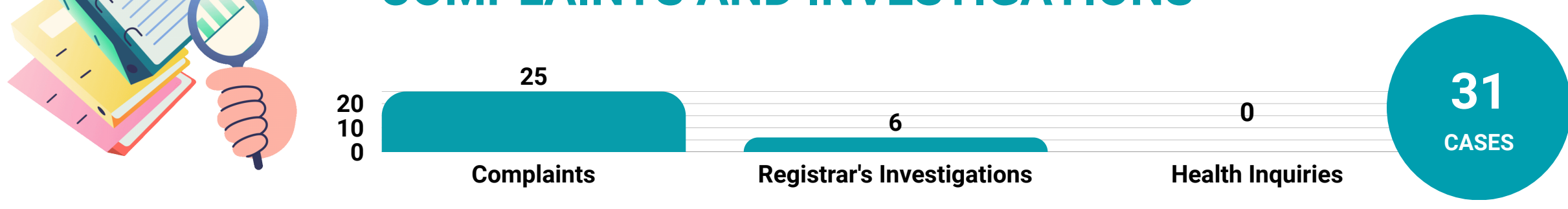
Reporting Obligations

The College fulfilled its reporting obligations to the Ministry of Health and the Office of the Fairness Commissioner by submitting its report to the Health Professions Database, the Fair Registration Practices Report and other annual and quarterly submissions.

Joined the Health Professions Discipline Tribunals (HPDT)

Hosted the Inaugural National Footcare Regulators' Conference

PROTECTING THE PUBLIC: COMPLAINTS AND INVESTIGATIONS



Top 5 Concerns Raised by Complainants

- Communication Issues**, e.g., unprofessional conduct or behaviour, failure to obtain informed consent.
- Failure to Provide Adequate Treatment**, e.g., unsuccessful treatment, damage to feet or painful treatment.
- Inappropriate Advertising or Misuse of Protected Titles**.
- Inappropriate Billing Practices**, e.g., charging excessive fees for services provided, unfair or unclear fee policies.
- Boundary Violations and Sexual Abuse**, e.g., conflicts of interest, breach of professional relationship, sexual advances/abuse towards patient and risk to patient safety.

39 FILES DISPOSED OF BY COMMITTEE

(including matters carried over from previous year)

Disposition	Count
No Further Action	25
Referral to Discipline	7
SCERP & Caution	2
SCERP	2
Withdrawn	1
F&V	1
Caution	1

2 Decisions were appealed to HPARB

Complainants and registrants have the right to appeal the ICRC decision within 30 days, unless the decision is to refer the matter to the Ontario Chiropody or Podiatry Discipline Tribunal (OCPDT) or Fitness to Practise Committee. Decisions to refer specific allegations to the OCPDT or referrals for incapacity inquiries cannot be appealed to HPARB.

Key Reasons for Registrar's Investigations That Were Disposed Of

- Breaches of College Standards
- Competency and Patient Care Concerns
- Boundary Violation Issues
- Billing Discrepancies
- Orthotics Fraud

ONTARIO CHIROPODISTS AND PODIATRISTS DISCIPLINE TRIBUNAL (OCPDT)

On January 1, 2025, the College joined the Health Professions Discipline Tribunals (HPDT), a group of administrative tribunals that hold disciplinary hearings for 10 health colleges in Ontario. The Ontario Chiropodists and Podiatrists Discipline Tribunal (OCPDT) acts as the Discipline Committee for the College. While the College is responsible for addressing complaints and other concerns about the conduct, competence and capacity of its registrants, serious matters involving allegations of professional misconduct or incompetence may be referred to the OCPDT for a hearing. [Read the 2025 HPDT report.](#)

7 Referrals to OCPDT

11 OCPDT Hearings

- 1 Contested
- 1 Ongoing
- 10 Uncontested

In 2025, approximately **\$240,000 in costs** were awarded to the College, which accounts for roughly two-thirds of the College's costs to prosecute those matters. Decisions are posted on the College website and on [CanLII](#).

PRACTICE ADVISORY SERVICE

The Practice Advisory (PA) Service

receives several inquiries throughout the year. The PA assists registrants by clarifying College standards and guidelines while addressing questions from various institutions, members of the public, patients, the Ministry of Health, insurance companies, pharmacists, and other system partners. Inquiries are related to the scope of practice of chiropodists and podiatrists in Ontario and patients' rights to safe, competent foot care.

789 Email and Phone Inquiries Managed by the PA in 2025

To make information more accessible to registrants, system partners, patients and the public, the College added Practice Advice information on the website. New **FAQs for registrants and learners**, **FAQs for the public**, and **resources for pharmacists** were developed in 2024.

Learn more: www.cocoo.on.ca/practice

Public

22%

Insurance Providers

14%

Clinic Managers/Owners

8%

Staff Referrals

7%

Other (Regulators, Public Health, Ministry of Health)

4%

Registrants

39%

MEANINGFUL ENGAGEMENT AND SYSTEM COLLABORATION

Organized and Hosted the First-Ever Canadian Footcare Regulators' Conference (April 7-8)

Representatives from the College of Podiatrists of Manitoba, the College of Podiatric Physicians of Alberta, the College of Physicians and Surgeons of Nova Scotia, the Ordre des podiatres du Québec, and our College met in Toronto, where we had the opportunity to learn about the landscape of footcare regulation in different provinces. Key discussions:

- Labour scopes of practice and standardization across provinces
- Allying mobility of practitioners
- Registration and examination processes
- Improving footcare access in rural areas

We look forward to continuing these important conversations to advance foot care across Canada.

Session at Infonex Inc. Professional Regulation and Discipline: The Law, Best Practices and Innovation (April 15 - 16)

The Registrar conducted a session for legal professionals as part of a virtual course on Practice and Communication - Supporting Ethical and Professional Practice in the Age of Social Media.

Presentation at CNAR Conference (October 21)

The Registrar, along with Legal Counsel Amy Block and other regulatory leaders from Ontario and Nova Scotia, discussed interprovincial labour mobility and the unique challenges related to Ontario footcare regulation.

Plain Language Workshop for Regulatory Professionals (November 11-12)

The College invited its colleagues to a workshop facilitated by Mr. Paul Aterman, which focused on enhancing communication among health profession regulators in Ontario. The session explored techniques to help patients, registrants, and system partners better understand public-facing documents, e.g. committee decisions and other communications.

2 Town Halls

The Registrar spoke to registrants twice a year, sharing important regulatory news and updates, followed by a Q&A.

3 Footprint Newsletters

Publication for registrants sharing Council decisions, key practice advice, messages from leadership, and guidance on topics like healthcare regulation, EDI, health awareness, etc.

Increased Outreach to Learners

The Registrar and staff spoke with 2nd- and 3rd-year chiropody program students at The Michener Institute on several occasions, introducing them to professional regulation to help them prepare for their careers.

New BlueSky Channel

To share knowledge, updates and engage with health system partners

EQUITY, DIVERSITY AND INCLUSION (EDI)

As part of its ongoing work to implement Equity, Diversity and Inclusion (EDI) and anti-racism principles in its processes and programs, the College conducted its annual voluntary, anonymous survey of registrants to understand their demographics. This data collection work aims to ensure that the care needs of Ontario's diverse patient populations are adequately met and addressed promptly.

The data provided reflects only the responses by survey participants. It does not include the whole registrant base of the College. Additionally, respondents were able to skip questions or prefer to self-describe. Although the data captured and presented does not fully capture the diversity and socio-demographics of our registrant base, it offers a glimpse into their demographics. This highlights the need for continued data collection and analysis to ensure that Ontario's diverse patient populations have access to timely and competent foot care services. Thank you to all those who took the time to participate in this survey, and welcome all registrants to participate in the future.

41% of active registrants participated in the EDI survey. On average, 96% of respondents responded to every survey question.



LOOKING AHEAD

In 2026, the College will undertake several modernization projects to improve its service, accessibility, and operational efficiency for applicants, registrants, system partners, and most importantly, the public. It will continue to inform registrants and the public, and engage with health system partners to fulfill its legal duty of public protection by supporting the Full Scope Podiatry Model as a sensible mechanism to increase the number of registrants needed to adequately care for Ontario's population.

ADVANCING FOOT CARE

- Full Scope Podiatry Model:** Continue to support the adoption of the Podiatry Model to attract more chiropodists and podiatrists to the province to meet the demand for foot care, especially in remote, rural Northern areas in Ontario.
- Labour Mobility:** Establish registration pathways by working with government and other provincial regulators to reduce barriers for qualified out-of-province applicants.
- Quality Assurance:** Roll out updated processes for **Risk-Based Practice Assessments** for registrants.
- Continuing Education Modules:** Develop and launch more e-learning modules for registrants.
- Foot Health Awareness:** Promote and share key data and research on foot health topics, highlighting the importance of seeking timely, competent foot care through publications, presentations, data and research sharing and social media.

PROTECTING THE PUBLIC

- Fraud Prevention:** Continue to enforce the **Zero Tolerance Policy** to protect the public from unethical business practices.
- Patient Complaints:** Update the **Complaints form** and reporting process, and make them more user-friendly and accessible.
- Accuracy and Transparency:** Enforce **Mandatory Reporting and Self-Reporting** to ensure information on the Public Register is up to date.
- Support Partner Collaboration:** Continue to work with Ontario health professional regulators and other provincial footcare regulators to engage in collaborative discussions, working groups, conferences and resource sharing to achieve the common goal of ensuring Ontarians have access to safe, ethical health care.

New College Website:

Create a more accessible, user-friendly and searchable website with current, modern and relevant content and layouts.

Registrar and Applicant Database:

Move to an up-to-date, secure, cloud-based platform with improved usability for registrants, applicants, and staff operations.

Standards and Guidelines Updates:

Update forms and administrative processes, including Council elections, to ensure Council and Committees are functioning efficiently.

Logo and Visual Identity Refresh:

Strengthen public recognition, support clearer communication and reinforce trust in the College's regulatory authority and presence.

Public Register Improvements:

Improve user experience for the public and system partners when searching for and accessing information about chiropodists and podiatrists.

Governance Modernization:

Update forms and administrative processes, including Council elections, to ensure Council and Committees are functioning efficiently.

Continuing Leadership Among Healthcare Regulators:

Despite its size, the College has established itself as a leader in EDI initiatives, risk-based approaches, fostering national alignment among footcare regulators, continuing educational modules for registrants, regulatory education, and fostering collaboration with other regulators.