

## Council Meeting Agenda

**Friday, June 24, 2022**  
**180 Dundas Street W., Toronto**  
**19<sup>th</sup> Floor Conference room**  
**9:00 a.m. – 5:00 p.m.**

9:00 a.m.	1.0	Call to Order – Peter Stavropoulos, President	Page Number(s)
	1.1	Call to Order, Appointment of Secretary Welcome Acknowledgement of Guests in Attendance	
	1.2	Approval of Agenda	
	1.3	Declaration of Conflict of Interest**	1-8
	1.4	Approval of Minutes of February 25, and May 13, 2022 Council Meetings**	February: 9-14 May: 15-18

9:20 a.m.	2.0	Consent Agenda Items	Page Number(s)
		<p>Consent Agenda Items</p> <p>A consent agenda is a bundle of items that is voted on, without discussion, as a package.</p> <p>It differentiates between routine matters not needing explanation and more complex issues needing examination. The Chair will ask if anyone wishes to remove an item from the consent agenda. Any Council member may request an item be removed so it can be discussed. To test whether an item should be included in the consent agenda, ask:</p> <ol style="list-style-type: none"> <li>1. Is this item self-explanatory and uncontroversial? Or does it contain an issue that warrants board discussion?</li> <li>2. Is this item for information only? Or is it needed for another meeting agenda issue?</li> </ol>	
	2.1	Council Meeting Survey Results from February 25, and May 13, 2022 Council Meetings	February: 19-43 May: 44-49
	2.2	Committee Reports	
	2.2.1	Discipline Committee Report**	50-52
	2.2.2	ICRC Report**	53-58
	2.2.3	QAC Report**	59-60
	2.2.4	Exam Committee Report**	61-62

	2.2.5	Standards and Guidelines Committee Report**	63
	2.2.6	Registration Committee Report**	64
	2.2.7	Patient Relations Committee Report**	65
	2.2.8	Registrar's Report**	66-67
	2.2.9	Audit Committee Report**	68
	2.2.10	Fitness to Practise Committee Report**	69
	2.2.11	Technical Committee Report**	70
	2.2.12	Standing Drug Committee Report**	71
	2.2.13	Sedation Committee Report**	72
	2.2.14	Practice Advisor Report**	73-75
	2.2.15	Elections Committee Report**	76
	2.2.16	Strategic Planning Committee Report**	77-78

9:30 am – 10:30 am	3.0	Council Education	Page Number(s)
	3.1	- Judith Eigenbrod, First Nations Health Managers' Association, Director of Programs Q and A to Follow	N/A
10:30-10:45 am		Break	

10:45- Noon	4.0	Decision Items (with briefing notes)	Page Number(s)
	4.1	By-Law Amendment re: election nominations**	79-82
	4.2	Auditor's Report**	83
	4.3	Quality Assurance Programs Policies and Terms of Reference for review and approval** 4.3.1 – QA Terms of Reference 4.3.2 – QA Continuing Education Policy – existing 4.3.3 – QA Continuing Education Policy – new 4.3.4 – QA Practice Assessment Policy	Appendix A – 84-87 Appendix B – 88-90 Appendix C – 91-95 Appendix D – 96-100
	4.4	HOOPP – Healthcare of Ontario Pension Plan**	101-102
	4.5	Strategic Planning Committee Recommended Expenditures	

Noon-1:00 pm		Lunch Break
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1:00 – 2:00 pm	3.0	Council Education – continued
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	3.2	- David Wright, Chair, Ontario Physicians and Surgeons Discipline Tribunal
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2:00 pm - 3:30 pm	5.0	Discussion Items	Page Number(s)
	5.1	Strategic Plan Key Performance Indicators**	

3:30 pm – 3:45 pm	Break		
3:45 pm – 4:45 pm	6.0	In-Camera	Page Number(s)
	6.1	Approval of In-Camera Minutes of February 25, Council Meeting	
	6.2	Podiatry Model Position Paper	
	6.3	College's Bill 106 Submission	

4:45 – 5:00 p.m.	7.0	Next Meeting
	7.1	Council Meeting Dates for 2022 and 2023: <ul style="list-style-type: none"> <li>October 28, 2022</li> <li>February 24, 2023</li> <li>June 23, 2023</li> <li>October 27, 2023</li> </ul>
	7.2	Council Survey Reminder
	7.3	Proposed Agenda Items for Next Council Meeting

5:00 p.m.	8.0	Adjournment
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\*The agenda items may not necessarily be dealt with in the order in which they appear.

\*\* Denotes an agenda item with supporting document



College of Chiropractors of Ontario

## Conflict of Interest Disclosure Form

**Meeting Date:** June 24, 2022, 2022

**Council/Committee:** Council

**Meeting type:** ☒ Plenary ☐ Panel

I acknowledge and agree that an actual or perceived conflict of interest can undermine confidence in the College and its ability to fulfill its public interest mandate. I have read and understood the [College's by-laws](#) on conflict of interest, the [Code of Conduct for Members of Council and its Committees](#) (Appendix A), the **Conflict of Interest Worksheet** (Appendix B) and the Process for Considering & Declaring a Conflict of Interest (Appendix C).

I agree to take all reasonable steps to avoid any actual or perceived conflict of interest from arising and, if one cannot be avoided, I undertake to declare any real, perceived, or potential conflict of interest and to recuse myself from any consideration of the matter at issue.

☐ I have NO conflict of interest to report regarding any of the agenda items to be discussed at the above noted meeting.

☐ I declare a conflict of interest with one or more of the agenda items to be discussed at the above noted meeting.

I certify that the information above is true and complete to the best of my knowledge.

Signature:

Date:



## **Code of Conduct for Members of Council and its Committees**

### **Preamble**

For the College to command the confidence of the government, the public and the profession, it is necessary that Council, as the profession's governing body, adopt appropriate standards of conduct for members of Council and its Committees in order to ensure that they properly perform their duties with integrity and in a manner that promotes the highest standard of public trust.

Each member of Council and its Committees is therefore required to comply with the following Code of Conduct (Code) understanding that a breach of the Code could result in the Council member being removed from Council or the Committee member being removed from all Committees, in accordance with the By-laws of the College.

### **The Code**

1. Council and Committee members shall be familiar with and comply with the provisions of the Regulated Health Professions Act, 1991 (RHPA), its Health Professions Procedural Code and its regulations, the Chiropody Act 1991 and its regulations, and the by-laws and policies of the College.
2. Council and Committee members, when acting in that capacity, shall act in a diligent manner, including preparing for meetings/hearings, attending meetings/hearings on time, and actively participating.
3. Council and Committee members, when acting in that capacity, shall participate in all deliberations and communications in a respectful, courteous and professional manner, recognizing the diverse background, skills and experience of members on Council.
4. Council and Committee members, when acting in that capacity, shall conduct themselves in a manner that respects the integrity of the College by striving to be fair, impartial and unbiased in their decision making.
5. Council and Committee members shall place the interests of the College and Council above their personal interests.
6. Council and Committee members shall avoid any appearance of or actual conflict of interest or bias.
7. Council and Committee members shall uphold the decisions made by Council and its Committees, regardless of the level of prior individual disagreement. Where a member of Council or its Committees feels compelled to publicly oppose or speak against a policy adopted by Council, or a decision made by a Committee, the member should first resign from Council and/or its Committees.

8. Council and Committee members shall refrain from engaging in any discussion in relation to the business of Council and/or Committees with other Council or Committee members that takes place outside the formal Council/Committee decision making process.
9. Council and Committee members shall refrain from communicating with Committee members on Statutory Committees in circumstances where this could be perceived as an attempt to influence a member or members of a Statutory Committee, unless he or she is a member of the panel or, where there is no panel, of the Statutory Committee dealing with the matter. This would include, but not be limited to, matters involving the Registration of applicants and matters involving members involved with the Inquiries, Complaints and Reports Committee, the Quality Assurance Committee, the Disciplinary Committee or the Fitness to Practise Committee.
10. Council and Committee members shall respect the confidentiality of information identified as confidential and acquired solely by virtue of their Council/Committee member position.
11. Council and Committee members shall ensure that confidential information is not disclosed except as required for the performance of their duties, or as directed by Council or the Executive Committee acting on behalf of Council.
12. Council and Committee members shall not use their positions as members of Council or any Committee to obtain or attempt to obtain employment at the College or preferential treatment for themselves, family members, friends or associates.
13. Council and Committee members shall not include or reference Council or Committee titles or positions held at the College in any business promotional materials, advertisement or business cards.
14. Council and Committee members shall respect the boundaries of staff recognizing that a staff member's role is not to report to or work for individual Council or Committee members. Council and Committee members will, therefore, not directly contact staff members, other than the Registrar, except on matters where the staff member has been assigned to provide administrative support to that Committee, without the prior approval of the Registrar or the Executive Committee.
15. Council and Committee members shall be respectful of each other and staff and not engage in conduct or behaviour towards fellow Council or Committee members or staff that might reasonably be perceived as verbal, physical or sexual abuse or harassment.

## WORKSHEET: Conflict of Interest

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### What is a conflict of interest?

A conflict of interest may be defined as any financial, personal, professional or emotional interest that could reasonably be perceived as interfering with the exercise of a person's public duties, for example as a COCOO Council, committee or panel member.

### Self-screening Questions

Not sure if you are in a conflict of interest? In assessing for conflicts of interest, know that each situation will vary and have its own specific context. Consider the following questions & examples:



#### Financial interest

Do you stand to be affected financially by the outcome of this decision?

Example: Council is discussing whether it would find College-provided iPads mounted in the meeting room for each Council member to be helpful. One Council member owns a small number of shares of Apple, Inc. Since the financial implication for the Council member is negligible or non-existent, they do not declare a conflict of interest.

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#### Personal or professional relationship

Have you had a personal or professional relationship, e.g. friend, family, instructor, student, supervisor, supervisee, employer, employee, colleague, with any of the individuals involved in the matter?



Example: A Registration Committee panel member taught at the education program from which an applicant obtained some of their education. They declare a conflict of interest.

Example: An Inquiries, Complaints and Reports Committee panel member attended a two-day workshop seven years ago with the respondent's clinical supervisor. Since the contact was brief and occurred long ago, they do not declare a conflict of interest.

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**Professional bias.** Do you have a private or publicly stated opinion that could reasonably be perceived as interfering with your ability to consider one or more of the issues with an open mind?

Example: An Inquiries, Complaints and Reports Committee panel member has published work about the harms of breaching therapist-client boundaries. They are reviewing a complaint involving an alleged breach of boundaries. Since there is no reasonable disagreement within the profession, and assuming they are not emotionally biased, they do not declare a conflict of interest.

### **Emotional bias**

For whatever reason, do your ideas or emotions prevent you from considering one or more of the issues with an open mind?



Example: Based on personal experience, an Examination Committee member has an emotional reaction to a candidate's rationale for needing to extend the normal timeframe within which to write the exam. They declare a conflict of interest.

Example: A panel of the Inquiries, Complaints and Reports Committee is dealing with serious allegations of misconduct. After discussing and processing the emotional impact of reviewing the materials, they all reassure themselves that they can consider the situation with an open mind.

### **Interests of Related Persons**

Are you aware that your parent, child, spouse or sibling has any of the above interests respecting Council, committee or panel business?



Example: A Registration Committee member's child is attending a program coming before the Committee to seek recognition. They declare a conflict of interest.

Example: An Inquiries, Complaints and Reports Committee panel is considering a complaint by a firefighter. One panel member's spouse is also a firefighter. Assuming there is no emotional bias, the profession of the panel member's spouse would not reasonably be seen as interfering with the panel member's duties. They do not declare a conflict of interest.





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### Threshold analysis

Would a reasonably well-informed person perceive that the above interest could interfere with the exercise of your public duties?

Example: A Discipline Committee panel member was employed at the same large clinic at the time the alleged misconduct occurred. While the panel member had no prior knowledge of the alleged events, the panel member is close colleagues with a key witness in the case. There was a reasonable apprehension of bias on the part of the panel member.

Example: A complainant appeals a decision of the Inquiries, Complaints and Reports Committee taking no action against a registrant. Through Google, the complainant discovered that a panel member was a LinkedIn contact of the respondent. The panel member clarified they only met once briefly three years ago. Even though it may have been preferable for that panel member not to participate, this was not found to be a conflict of interest.



## Process for Considering & Declaring Conflicts of Interest

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The following are steps the College follows in addressing conflicts of interest.



### Staff pre-screening

- Staff will pre-screen agenda items for obvious conflicts of interest on the part of Council, committee or panel members.
  - If a conflict is identified, staff will alert the Chair and materials will not be sent to the conflicted member.
  - The matter will either be assigned to a different panel, or the conflicted member will be alerted in advance that they will not be present for the entire meeting.
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### Council, committee or panel member self-screening

- Go through the above self-screening.
  - If a concern is identified that does not rise to the threshold of a conflict of interest, consider making a courtesy declaration at the meeting to reassure the Council, committee or panel that you have considered the issue.
  - If unsure, consult with staff, legal counsel or the Chair. It is preferable to consult with staff or legal counsel before the Chair to avoid the risk of tainting the Chair.
  - In close cases, consider the potential benefit of declaring a conflict to avoid later disputes about whether or not there was a conflict of interest.
  - If you identify a conflict of interest, do not review the meeting materials further and securely delete them. Alert the Chair and support staff in advance of the meeting. Always declare in a general manner so as not to cause emotional bias on the listener's part.
  - Subsequently, declare the conflict at the meeting itself. Do not take part in or attempt to influence the deliberation and leave the room while deliberation is taking place. The general nature of conflict will be recorded in the minutes.
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### Council, committee or panel discussion of possible conflicts of interest

- Occasionally, you may become aware that another member may have a conflict. If that member does not declare a conflict, or if they are unsure, all members are responsible at the meeting for raising the concern and discussing whether it constitutes a conflict of interest.
- In rare cases of disagreement, a majority of those present can vote to find there is a conflict and exclude the conflicted member from considering the matter.

- Post Meeting Conduct: After recusing yourself on a matter, use professional discretion and avoid revisiting the issue with colleagues, even if the decision is on the public register or you have seen the meeting minutes.<sup>1</sup>

<sup>1</sup> Council minutes are public documents (aside from in camera portions). Regarding committee and panel minutes, normally it will not be considered that viewing minutes by a panel member who has declared a conflict poses a risk of improperly affecting the College's decision. However, occasionally confidentiality and risk management may require that panel minutes not be viewed by a member who has declared a conflict of interest.



## College of Chiropodists of Ontario

**Minutes of the Council Meeting  
Friday, February 25, 2022, 9:00 a.m.  
Online via Zoom and in person at the College**

**Council Members in Attendance:**

1. Matthew Doyle
2. Peter Ferguson
3. Melanie Atkinson
4. Ed Chung
5. Sasha Kozera
6. Winnie Linker
7. Irv Luftig
8. Jim Daley
9. Allan Katz (joined the meeting at 10 a.m.)
10. Patrick Rainville
11. Donna Shewfelt
12. Peter Stavropoulos
13. Eliot To
14. Reshad Nazeer

**Regrets:**

1. Andrew Simmons
2. Ramesh Bhandari

**Staff in Attendance:**

1. Nicole Zwiers, Registrar
2. Meghan Clarke, Manager, Professional Conduct and Hearings
3. Christine Hickey, Manager, Registration, Examination and Quality Programs

**General Legal Counsel:**

1. Alan Bromstein
2. Sarah Yun

**Guests:**

1. Bruce Ramsden, President, OPMA
2. Geoffrey Alchin, Ministry of Health
3. Don Gracey, OSC
4. Jana Charyk, OSC

**1. Call to Order**

### 1.1 Call to Order, Appointment of Secretary

P. Stavropoulos called the meeting to order at 9:02 a.m., noting that notice of the meeting was given, and the meeting was properly constituted with a quorum present. Meghan Clarke was appointed as Secretary.

P. Stavropoulos welcomed Council members, staff and guests. He acknowledged R. Nazeer, a new public member on Council, and Julie Maciura, a Partner at SML who will be speaking to Council on the principles of good governance.

He also welcomed G. Alchin from the MOH.

### 1.2 Approval of Agenda

*It was moved by W. Linker and seconded by P. Ferguson to approve the agenda. Motion CARRIED.*

S. Kozera requested that the agenda be amended to add Item 2.2.1.5. to discuss the competencies work group.

*It was moved by S. Kozera and seconded by P. Stavropoulos to approve the amendment to the agenda to add 2.2.1.5. Motion CARRIED.*

### 1.3 Declaration of Conflict of Interest

No conflict of interest was declared.

### 1.4 Approval of Minutes of October 29, 2021 Council Meeting

*It was moved by I. Luftig and seconded by J. Daley to approve the minutes of the October 29, 2021 Council meeting. Motion CARRIED.*

## 2. Consent Agenda Items

*It was moved by J. Daley and seconded by M. Doyle to approve consent agenda items 2.1 and 2.2. Motion CARRIED*

N. Zwiers noted that the College will be continuing with the post-Council meeting surveys and making improvements based on that feedback.

#### 2.2.1.5. Working Competencies Group

S. Kozera noted that the competencies work group could have been more inclusive to add professionals who graduated in the last ten or 20 years because the strategic plan is looking at the future of the profession. P. Ferguson explained that the intent was to bring together a cross section of podiatrists and chiropodists, including those with surgical experience. As well, members were brought on with experience working in indigenous/remote communication who can speak to access to care.

E. Chung noted that a lot of thought was put into the surgical competencies discussion. He noted that experience was helpful in developing a document that captures the competencies, especially related to surgical competencies. P. Stavropoulos noted that E. Chung and M. Vorkapich-Hill bring experience in the United States to the discussion, and there are not many DPM members practising the full scope in Ontario.

N. Zwiers noted that it is important not to make working groups too large and unwieldy. It was the Chair's decision to compose the Committee, but Council will have input.

## 3. Education Session – Part One

Julie Maciura presented to Council on the principles of good governance.

#### **4. Decision Items**

##### **4.1 Cooling Off Period Bylaw Amendment**

At the October Council meeting there was a vote to determine what a reasonable cooling off period would be. This is part of the CPMF. The vote was that, given the size of the College, one year was appropriate. This vote is to put the cooling off period into effect.

S. Yun clarified that the one year period applies based on when the member stands for election. P. Ferguson noted that the call for elections is in June and the elections are in September.

That By-law No. 1: General be amended as follows:

1. Amend Article 50.6, 50.7, 53.7, 53.8, and the associated schedules (the changes to the existing Articles are shown by redline).

*It was moved by J. Daley and seconded by P. Rainville to approve the proposed amendments to bylaw 1 to put the one year cooling off period Council voted to adopt into effect. Motion CARRIED.*

##### **4.2 & 4.3 Registrar Title Bylaw Amendment and Deputy Registrar Bylaw Amendment**

###### Item 4.2 – Registrar Title

N. Zwiers noted that the typical title for RHPA Colleges is Registrar/CEO and this College alone has Registrar/CAO. It implies that the Registrar has lesser authority. This also aligns us with the Ministry's proposal to change the title to CEO.

W. Linker asked how long this title has been in effect. N. Zwiers advised that the title "Registrar/CAO" seems to have been in effect for a number of years, but she is not aware of any reason for the different title.

That By-law No. 1: General be amended as follows:

1. Amend Article 12.1 to replace chief administrative officer with CEO (the changes to the existing Articles are shown by redline); and
2. Amend Article 12.6 (iv) to replace chief administrative officer with CEO (the changes to the existing Articles are shown by redline); and

*It was moved by D. Shewfelt and seconded by A. Katz to approve the amendments to Bylaw 1 to change the Registrar's title from Registrar/CAO to Registrar/CEO. Motion CARRIED by the required 2/3 majority.*

###### Item 4.3 – Deputy Registrar

N. Zwiers explained that a Deputy Registrar is common at most regulators, and it is especially important at a small College because they can take on the authority of the Registrar during an absence. It is also about succession planning.

S. Kozera asked if this would be a Deputy Registrar, and N. Zwiers noted that it would be filled by a current staff member. It would be a dual role.

That By-law No. 1: General be amended as follows:

1. Amend Articles 13.2 and 13.4 to create a Deputy Registrar for the College (the changes to the existing Articles are shown by redline); and

*It was moved by M. Doyle and seconded by A. Katz to approve the amendments to Bylaw 1 to create a Deputy Registrar position for the College, which will have the statutory authorities, duties and responsibilities of the Registrar. Motion CARRIED by the required 2/3 votes.*

#### **4.4 Exam Fee Increase Bylaw Amendment**

N. Zwiers noted that this change needs to be circulated to the membership before Council can vote on it. This is being brought to you on the premise that the College has revamped the exam process for registration. There will be further future changes required as a result of the Drug Regulation. The membership is absorbing the costs of the exams, which is not typical. C. Hickey noted at the College of Denturists charges over \$4,000 for its exams, plus additional costs for failures. It is significantly higher than what we charge in exam fees.

N. Zwiers noted that we have an ongoing contract with Martek and the costs will continue to rise. If approved today, it will be circulated to the membership for 60 days. The feedback will be provided to Council at a special meeting. The fees have not increased since 2015.

C. Hickey noted that the fees being proposed would be an almost break-even point. The intent is to have the fees come into effect for the June 2022 exam. The fees would have to be increased a bit more to cover the entire costs. W. Linker asked what it would take to break even, and C. Hickey noted that it would be closer to \$3,000 or \$3,200. The plan is to revisit the bylaw in the next year or so, and to reevaluate Martek's services and whether they are required.

P. Rainville asked that the briefing note to the membership be transparent about the breakeven cost, and provide an option to vote for a lower amount and to vote for the full cost of the exam.

N. Zwiers explained that this moderate increase is being proposed for now, but further increase may be required in the future.

A. Bromstein noted several minor typographical changes to the proposed bylaw changes, and advised that they will be corrected before it is circulated to the membership.

That By-law No. 2: Fees be amended, in principle, as follows:

1. Revoke Articles 5.01, 5.02, 5.03(a) & (b), 5.04 and 5.05 and substitute that shown in Appendix 3 (the changes to the existing Articles are shown by redline).
2. Increase the Examination fees as follows:
  - a. Jurisprudence Exam - \$500 (from \$250)
  - b. Written & Clinical (OSCE) Exam - \$2600 (from \$1600)
    - i. Written only – Jurisprudence & Core Competencies (if first attempt fails) - \$1000
    - ii. Written only – Jurisprudence OR Core Competencies (if first attempt fails) - \$500
    - iii. OSCE only (if first attempt fails) - \$1600

And further, that Council direct that the proposed amendments be circulated to members and other stakeholders for comment for 60 days before the matter is returned to Council.

The motion which Council is being asked to pass would increase the qualifying examination fees for 2022, reflecting the costs incurred by the College to ensure rigorous applicant testing.

*It was moved by P. Stavropoulos seconded by D. Shewfelt that bylaw 2 be amended, in principle, and that the proposed amendments be circulated to the membership and other stakeholders for 60 days. Motion CARRIED.*

#### **4.5 Suspension Guideline**

M. Clarke explained that the Guideline is intended to provide guidance to suspended members in terms of what they can and cannot do while suspended, either administratively or by a College Committee. P. Stavropoulos noted that the guideline also contains guidance to locums taking over the practice from a suspended member.

*It was moved by A. Katz and seconded by M. Doyle to approve the Suspension Guideline. Motion CARRIED.*

#### **4.6 Elections Committee Report and Council Competencies**

P. Ferguson explained that the CPMF contemplates Council competencies. In January 2022, the Elections Committee met for the first time in a long time. This is the start of the process of looking at competencies. The Committee combined the skillset the College requires to be part of Council.

P. Ferguson noted that the Committee also developed a self-assessment for potential Council members. The Elections Committee would like to implement this assessment during the call out for elections in June. The Committee is meeting again in March and can make any revisions, if necessary, to be approved at the special Council meeting.

S. Kozera asked if there is a way to monitor those who assess themselves too high or low. P. Ferguson reiterated that this is just a starting point, and candidates will also be required to provide a resume to support their experience. J. Daley confirmed that those standing for election will have to provide a resume or cover letter to the Committee.

*It was moved by W. Linker and seconded by P. Rainville to approve the Council Competencies. Motion CARRIED*

#### **4.7 Strategic Plan 2022-2027 Presentation**

P. Ferguson and P. Rainville presented the College's proposed Strategic Plan, which was developed by the Strategic Planning Committee. It contains two components – sustainability and the podiatry model.

A. Katz said we need to make sure that the values of the College are reflected in how the College implements the plan. P. Ferguson agreed that there is ongoing work to be done.

N. Zwiers the next step is to develop KPIs to evaluate whether the College is meeting the objectives in the strategic plan.

*It was moved by P. Stavropoulos and seconded by D. Shewfelt that Council approve the Strategic Plan. Motion CARRIED.*

#### **4.8 2022 Budget**

N. Zwiers presented the 2022 budget. In the briefing note, she explained the spending priorities for 2022. In order to develop the budget, she considered the actual spending in 2021. If Council adopts the increase in exam fees, the budget will be reconsidered. There was a surplus in 2022, and that is because there was a significant amount of legal recovery. N. Zwiers did not include that in the 2022 because she wanted to be conservative. J. Daley reviewed the budget and provided feedback.

*It was moved by S. Kozera and seconded by P. Rainville that Council approve the 2022 budget as presented. Motion CARRIED.*

#### **4.9 Draft CPMF**

N. Zwiers noted that the 2021 CPMF is due on March 31, 2022, and it is in progress. The College has made a significant number of improvements since the last report. Once completed, the CPMF will be posted to the College's website. Prior to that, Council will review the draft document.



In the 2020 CPMF, gaps were identified, and the College is working on addressing those gaps. N. Zwiers reviewed the changes the College has made since the last reporting period. 14

J. Daley asked if the MOH audits the information the College reports, and N. Zwiers explained that the CPMF requests links to any relevant documents.

## **5. Education Session – Part Two**

Derrel Pink presented to Council on right touch regulation.

## **5. In Camera**

*It was moved by P. Stavropoulos and seconded by S. Kozera to move in camera pursuant to section 7(2) of the Health Professions Procedural Code. Motion CARRIED.*

Council moved in camera at 2:43 p.m.

## **6. Next Meeting**

### **6.1 Council Meeting Dates for 2022 and 2023**

- June 24, 2022
- October 28, 2022
- February 24, 2023
- June 23, 2023
- October 27, 2023

### **6.2 Council Survey Reminder**

### **6.3 Proposed Agenda Items for Next Meeting**

## **7. Adjournment**

*It was moved by S. Kozera and seconded by D. Shewfelt that the meeting be adjourned. Motion CARRIED.*

The meeting was adjourned at 3:02 p.m.



## College of Chiropodists of Ontario

**Minutes of the Special Council Meeting  
Friday, May 13, 2022, 4:00 p.m.  
Online via Zoom**

**Council Members in Attendance:**

1. Matthew Doyle
2. Peter Ferguson
3. Melanie Atkinson
4. Ed Chung
5. Sasha Kozera
6. Winnie Linker
7. Irv Luftig
8. Jim Daley
9. Patrick Rainville
10. Donna Shewfelt
11. Peter Stavropoulos
12. Eliot To
13. Reshad Nazeer
14. Ramesh Bhandari
15. Andrew Simmons

**Regrets:**

1. Allan Katz

**Staff in Attendance:**

1. Nicole Zwiers, Registrar
2. Meghan Clarke, Manager, Professional Conduct and Hearings
3. Christine Hickey, Manager, Registration, Examination and Quality Programs
4. Nicole Tighe, Executive Assistant

**General Legal Counsel:**

1. Sarah Yun

**Guests:**

1. N/A

**1. Call to Order**

**1.1 Call to Order, Appointment of Secretary**

P. Stavropoulos called the meeting to order at 4:03 p.m., noting that notice of the meeting was given, and the meeting was properly constituted with a quorum present. Meghan Clarke was appointed as Secretary.

*P. Stavropoulos put forward 90 minutes of preparation time for this meeting and Council agreed.*

## 1.2 Approval of Agenda

*It was moved by D. Shewfelt and seconded by P. Ferguson to approve the agenda. Motion CARRIED.*

## 1.3 Declaration of Conflict of Interest

No conflict of interest was declared.

## 2. Decision Items

### 2.1 Amendment to Bylaw 2 – Examination Fees

In February 2022, Council voted to approve this motion in principle. P. Stavropoulos noted that the bylaw amendment was also approved by the Executive Committee. The Council meeting package included the feedback the College received on the amendment, including feedback from the Michener Institute students.

E. To noted that the students' concern is not the increase itself, but the timing. R. Nazeer echoed that the timing is concerning from a students' perspective because it does not give them a lot of time to save, and maybe a phased in approach would be better.

P. Rainville said there has never been an easier time for graduates to get jobs, and to make money. He endorsed charging students the whole cost of the exams.

P. Stavropoulos pointed out that most of the students who provided feedback were second year students and they have time save for the exam fee. Doing a phased in approach is the most palatable for students but it is most fiscally responsible for the College to increase the exam fees now rather than waiting.

S. Kozera asked whether the College considered deferring this for a year. N. Zwiers reminded Council that this motion was approved in principle in February, and there was no discussion about deferring the increase at that time.

J. Daley noted that, no matter when the increase occurs, it will not be well received by students, and it is in the College's best interest to offset some of the cost of the exam now.

That By-law No. 2: Fees be amended as follows:

1. Revoke Articles 5.01, 5.02, 5.03(a) & (b), 5.04 and 5.05 and substitute that shown in **Appendix 2** (the changes to the existing Articles are shown by redline and blue line additions).
2. Increase the Examination fees as follows:
  - a. Jurisprudence Exam - \$500 (from \$250)
  - b. Written & Clinical (OSCE) Exam - \$2600 (from \$1600)
    - i. Written only – Jurisprudence & Core Competencies (if first attempt fails) - \$1000
    - ii. Written only – Jurisprudence OR Core Competencies (if first attempt fails) - \$500
    - iii. OSCE only (if first attempt fails) - \$1600

*It was moved by P. Stavropoulos and seconded by I. Luftig to approve the proposed amendments to Bylaw 2 to increase the qualifying examination fees for 2022 – Motion CARRIED.*

**In favour:** P. Stavropoulos, D. Shewfelt, W. Linker, M. Doyle, M. Atkinson, P. Rainville, P. Ferguson, J. Daley, R. Bhandari, I. Luftig, E. Chung, A. Simmons, S. Kozera, R. Nazeer

17

**Against:** E. To

## 2.2 Amended Budget

N. Zwiers explained that this amended budget reflects the additional revenue from the increase in exam fees, which Council just passed. It also includes the cost for the Examination Committee.

*It was moved by J. Daley seconded by W. Linker that the revised budget be approved. Motion CARRIED.*

## 2.3 Amendment to Bylaw 4 – Cooling Off Period

N. Zwiers explained that this motion is a housekeeping issue to align Bylaw 4 with the changes to Bylaw 1 passed in February to implement a one year cooling off period.

That article 4.01 of By-law No. 4: Code of Conduct of Councillors and Committee Members be amended as follows:

4.01 A councillor shall be deemed to have a conflict of interest if ~~he or she is~~ the councillor holds any of the following positions in an international, national or provincial association or organization whose members are predominately chiropodists, podiatrists or other foot care providers and whose mandate in any way relates to the provision of foot care by its members:

- i) ~~a director, officer or other~~ member of the governing body of the organization; or
- ii) ~~an officer of~~ Executive Director, Chief Administrative Officer or another position with similar duties in the organization.
- iii) ~~the executive director or chief administrative officer of~~
- iv) ~~an international, national or provincial association or organization whose members are predominately chiropodists, podiatrists or other foot care providers or a combination of chiropodists, podiatrists and other foot care providers.~~

*It was moved by P. Stavropoulos seconded by P. Ferguson that bylaw 4 be amended as proposed. Motion CARRIED.*

## 2.4 Withdrawal of Professional Misconduct Regulation Proposed Revisions

N. Zwiers explained that Council approved a draft regulation ten years ago with respect to this regulation. It was provided to the Ministry. It no longer reflects the needs of the College and therefore the motion is to withdraw

*It was moved by P. Stavropoulos seconded by W. Linker that Council withdraw its request to amend Ontario Regulation 750/93 – Professional Misconduct Regulation, given that, because of the passage of time, the proposed changes no longer reflect what is required for the College to protect the public. Motion CARRIED.*

## 2.5 Approval of Council Competencies

*It was moved by P. Ferguson seconded by P. Stavropoulos that Council approve the Councillor Competency Matrix presented at the February 25th meeting of Council, in addition to the Council Governance Orientation document as part of the College's Elections process, commencing for this year's 2022 cycle.*

## 3. Next Meeting

- June 24, 2022
- October 28, 2022
- February 24, 2023
- June 23, 2023
- October 27, 2023

**3.3 Proposed Agenda Items for Next Meeting**

**4. Adjournment**

*It was moved by W. Linker and seconded by S. Kozera that the meeting be adjourned. Motion CARRIED.*

The meeting was adjourned at 4:34 p.m.

#1

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, February 25, 2022 3:58:48 PM  
**Last Modified:** Friday, February 25, 2022 4:00:16 PM  
**Time Spent:** 00:01:28  
**IP Address:** 64.231.167.54

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

**Q2** **Agree**

I received this supportive information in a timely manner.

**Q3** **100**

I was prepared for this meeting.

**Q4** **90**

All Council members appeared prepared for this meeting.

**Q5**  
List any additional supports or resources that would have helped you better prepare for this meeting.  
The hyperlinks were extremely helpful.

**Q6** **Agree**

This meeting was effective and efficient.

**Q7** **Yes**

The objectives of this meeting were achieved.

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11****Respondent skipped this question**

List two strengths of this meeting.

---

**Q12****Respondent skipped this question**

List two ways in which the technical aspects of this meeting could have been improved.

---

**Q13****Respondent skipped this question**

List two ways in which Council meetings could be improved

---

**Q14****Respondent skipped this question**

Additional Comments

---

**Q15****Respondent skipped this question**

Other Questions that Council should be asking in a feedback survey?

---

#2

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, February 25, 2022 4:37:37 PM  
**Last Modified:** Friday, February 25, 2022 4:53:42 PM  
**Time Spent:** 00:16:05  
**IP Address:** 99.241.213.27

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

**Q2** **Agree**

I received this supportive information in a timely manner.

**Q3** **91**

I was prepared for this meeting.

**Q4** **90**

All Council members appeared prepared for this meeting.

**Q5** **Respondent skipped this question**

List any additional supports or resources that would have helped you better prepare for this meeting.

**Q6** **Agree**

This meeting was effective and efficient.

**Q7** **Yes**

The objectives of this meeting were achieved.

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.



**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

- |    |                                    |
|----|------------------------------------|
| 1. | <b>Educational and Informative</b> |
| 2. | <b>Very engaging speakers</b>      |
- 

**Q12**

List two ways in which the technical aspects of this meeting could have been improved.

- |    |                                                                                                   |
|----|---------------------------------------------------------------------------------------------------|
| 1. | <b>Placement of the speaker at the center of the table may improve audio for online attendees</b> |
|----|---------------------------------------------------------------------------------------------------|
- 

**Q13**

List two ways in which Council meetings could be improved

- |    |                                                                                   |
|----|-----------------------------------------------------------------------------------|
| 1. | <b>?Questions from Council members may be submitted 48 hrs before the meeting</b> |
| 2. | <b>Seeking clarification of items may be submitted 48 hrs before meeting</b>      |
- 

**Q14**

Additional Comments

Overall, the meeting was well organized and efficient. Speakers were clear and informative. Subject matters (governance and right touch) were very useful in efforts to become more effective regulators.

---

**Q15****Respondent skipped this question**

Other Questions that Council should be asking in a feedback survey?

---

#3

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Saturday, February 26, 2022 1:54:30 PM  
**Last Modified:** Saturday, February 26, 2022 1:57:41 PM  
**Time Spent:** 00:03:11  
**IP Address:** 24.150.135.178

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

**Q2** **Agree**

I received this supportive information in a timely manner.

**Q3** **85**

I was prepared for this meeting.

**Q4** **100**

All Council members appeared prepared for this meeting.

**Q5** **Respondent skipped this question**

List any additional supports or resources that would have helped you better prepare for this meeting.

**Q6** **Agree**

This meeting was effective and efficient.

**Q7** **Yes**

The objectives of this meeting were achieved.

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

1.

**Organization**

2.

**Communication of Information****Q12**

List two ways in which the technical aspects of this meeting could have been improved.

1.

**Microphone quality could have been better****Q13**

List two ways in which Council meetings could be improved

1.

**I think it went well**

2.

**The presentation could have been recorded to make further meetings easier****Q14****Respondent skipped this question**

Additional Comments

---

**Q15****Respondent skipped this question**

Other Questions that Council should be asking in a feedback survey?

---

## #4

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, February 25, 2022 9:17:32 PM  
**Last Modified:** Monday, February 28, 2022 10:14:58 AM  
**Time Spent:** Over a day  
**IP Address:** 89.47.234.198

Page 1

Q1

Agree

I received appropriate, supportive information for this Council meeting.

Q2

Agree

I received this supportive information in a timely manner.

Q3

100

I was prepared for this meeting.

Q4

100

All Council members appeared prepared for this meeting.

Q5

Respondent skipped this question

List any additional supports or resources that would have helped you better prepare for this meeting.

Q6

Agree

This meeting was effective and efficient.

Q7

Yes

The objectives of this meeting were achieved.

Q8

Yes,

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

Other (please specify):

Meeting was efficient and moved through the agenda smoothly. Well articulated

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

- |    |                           |
|----|---------------------------|
| 1. | <b>well presented</b>     |
| 2. | <b>excellent speakers</b> |
- 

**Q12**

List two ways in which the technical aspects of this meeting could have been improved.

- |    |                                                                                                                            |
|----|----------------------------------------------------------------------------------------------------------------------------|
| 1. | <b>none</b>                                                                                                                |
| 2. | <b>for active participation, all Councillors should have video on, making plans to ensure a stable internet connection</b> |
- 

**Q13****Respondent skipped this question**

List two ways in which Council meetings could be improved

---

**Q14****Respondent skipped this question**

Additional Comments

---

**Q15****Respondent skipped this question**

Other Questions that Council should be asking in a feedback survey?

---

#5

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, February 28, 2022 10:20:55 AM  
**Last Modified:** Monday, February 28, 2022 10:27:30 AM  
**Time Spent:** 00:06:34  
**IP Address:** 99.250.128.191

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

**Q2** **Agree**

I received this supportive information in a timely manner.

**Q3** **100**

I was prepared for this meeting.

**Q4** **71**

All Council members appeared prepared for this meeting.

**Q5** **Respondent skipped this question**

List any additional supports or resources that would have helped you better prepare for this meeting.

**Q6** **Agree**

This meeting was effective and efficient.

**Q7** **Yes**

The objectives of this meeting were achieved.

**Q8** **Yes,**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

Other (please specify):

The President does an excellent job keeping the meeting on time and on track.

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

1.

Briefing notes are very well prepared and are focused on the public interest for decision items.

2.

Technology issues have been worked out and the hybrid model seemed to work well.

---

**Q12**

List two ways in which the technical aspects of this meeting could have been improved.

1.

A few times it was difficult (not impossible) to hear members attending in person. Much improved from the previous meeting though. Different placement of the microphone(s) or more sensitive models might help.

2.

Nothing additional to add.

---

**Q13**

List two ways in which Council meetings could be improved

1.

Members should not be allowed to add agenda items in the middle of the meetin.

2.

Nothing additional to add.

---

**Q14**

Additional Comments

None.

---

**Q15**

Other Questions that Council should be asking in a feedback survey?

Nothing comes to mind.

---

#6

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, February 28, 2022 10:31:28 AM  
**Last Modified:** Monday, February 28, 2022 10:38:18 AM  
**Time Spent:** 00:06:49  
**IP Address:** 142.118.70.187

---

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

---

**Q2** **Agree**

I received this supportive information in a timely manner.

---

**Q3** **95**

I was prepared for this meeting.

---

**Q4** **95**

All Council members appeared prepared for this meeting.

---

**Q5**  
List any additional supports or resources that would have helped you better prepare for this meeting.

None....I think I received all the necessary information in advance of the session.

---

**Q6** **Agree**

This meeting was effective and efficient.

---

**Q7** **Yes**

The objectives of this meeting were achieved.

---

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

---



**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

- |    |                                                                                                     |
|----|-----------------------------------------------------------------------------------------------------|
| 1. | <b>Prompt decision-making benefited from the high quality of information distributed in advance</b> |
| 2. | <b>There was ample time for generative discussion on necessary issues</b>                           |
- 

**Q12**

List two ways in which the technical aspects of this meeting could have been improved.

- |    |                                                                                                                                                    |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | <b>Technically it was fine - you have to allow for "e-fidgiting" ... it will never be perfect. Even in person meetings have occasional issues.</b> |
| 2. | <b>This is getting picky - alternate camera angles of Council room would be nice but not an absolute requirement.</b>                              |
- 

**Q13**

List two ways in which Council meetings could be improved

- |    |                                       |
|----|---------------------------------------|
| 1. | <b>Continued educational sessions</b> |
|----|---------------------------------------|
- 

**Q14****Respondent skipped this question**

Additional Comments

---

**Q15****Respondent skipped this question**

Other Questions that Council should be asking in a feedback survey?

---

#7

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, February 28, 2022 10:53:13 AM  
**Last Modified:** Monday, February 28, 2022 10:56:10 AM  
**Time Spent:** 00:02:57  
**IP Address:** 99.251.6.196

---

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

---

**Q2** **Agree**

I received this supportive information in a timely manner.

---

**Q3** **100**

I was prepared for this meeting.

---

**Q4** **90**

All Council members appeared prepared for this meeting.

---

**Q5**  
List any additional supports or resources that would have helped you better prepare for this meeting.

Nothing more was needed.

---

**Q6** **Agree**

This meeting was effective and efficient.

---

**Q7** **Yes**

The objectives of this meeting were achieved.

---

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

---

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

1.

**Extremely Well organized**

2.

**Time management was perfect -well executed Meeting.**

---

**Q12**

List two ways in which the technical aspects of this meeting could have been improved.

1.

**None.**

---

**Q13**

List two ways in which Council meetings could be improved

1.

**Insist/enforce policy of video on at all times by Councillors.**

---

**Q14**

Additional Comments

None.

---

**Q15**

Other Questions that Council should be asking in a feedback survey?

None

---

#8

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, February 28, 2022 1:00:54 PM  
**Last Modified:** Monday, February 28, 2022 1:01:48 PM  
**Time Spent:** 00:00:54  
**IP Address:** 24.114.101.142

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

**Q2** **Agree**

I received this supportive information in a timely manner.

**Q3** **100**

I was prepared for this meeting.

**Q4** **100**

All Council members appeared prepared for this meeting.

**Q5** **Respondent skipped this question**

List any additional supports or resources that would have helped you better prepare for this meeting.

**Q6** **Agree**

This meeting was effective and efficient.

**Q7** **Yes**

The objectives of this meeting were achieved.

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11****Respondent skipped this question**

List two strengths of this meeting.

---

**Q12****Respondent skipped this question**

List two ways in which the technical aspects of this meeting could have been improved.

---

**Q13****Respondent skipped this question**

List two ways in which Council meetings could be improved

---

**Q14****Respondent skipped this question**

Additional Comments

---

**Q15****Respondent skipped this question**

Other Questions that Council should be asking in a feedback survey?

---

#9

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, February 28, 2022 10:13:59 AM  
**Last Modified:** Monday, February 28, 2022 1:38:38 PM  
**Time Spent:** 03:24:39  
**IP Address:** 174.92.110.145

---

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

---

**Q2** **Agree**

I received this supportive information in a timely manner.

---

**Q3** **80**

I was prepared for this meeting.

---

**Q4** **76**

All Council members appeared prepared for this meeting.

---

**Q5**

List any additional supports or resources that would have helped you better prepare for this meeting.

Cannot know if people on Zoom were prepared. Did not hear a lot from them during the meeting, except for a few of them.

There were a couple of late documents that were sent during the meeting. Was hard to review those as would not want to be rude to the people presenting or talking.

But was able to go through what we had. And that was great. Would like to have the presentation that Julie did and Darryl. Would like to review post meeting.

---

**Q6** **Agree**

This meeting was effective and efficient.

---

**Q7** **Yes**

The objectives of this meeting were achieved.

---

**Q8**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

Yes,

Other (please specify):

Excellent Chair. Kept the meeting on track and was able to improvise when a new topic was added and fit it in and get done an hour earlier at the end of the day. Great work.

**Q9**

I felt comfortable participating in the Council discussions.

**Agree****Q10**

The public interest was considered in all discussions.

**Agree****Q11**

List two strengths of this meeting.

1.

**Presenters were amazing and Informative and provided valuable education about Regulatory bodies.**

2.

**Presentation of Councillor members about the Strategic Plan for the College 2020-2025**

**Q12**

List two ways in which the technical aspects of this meeting could have been improved.

1.

**Was much better with the Zoom this meeting**

2.

**Would like everyone on Zoom to have their pictures on so we know who is there and that they are there.**

**Q13**

List two ways in which Council meetings could be improved

1.

**Would prefer to have everyone in person for Council Meetings**

2.

**Get all the material ahead of time for review.**

**Q14**

## Additional Comments

1. "Zoom"> As per HPRO guidelines, which we learned a lot about today from Julie and Darryl, everyone should have their cameras on at all times (unless they have to step away for a minute). Out of respect, openness, commitment to the proceedings at then meeting and for the transparency to the others in then meeting.
2. "In Camera" Zoom > As per above. But especially when we are 'In Camera' with highly confidential matters and issues you MUST have your camera on. There was a Public Member who did not have their camera on (not sure they had it on at all during the entire meeting.) Leads us to ask "Are they there?" "Are they participating?" "Are there other people with them during these confidential matters?" Out of respect and transparency to others in the meeting, and commitment to the process and meeting...the camera should be on. If you are not going to Participate than you should not be on Council as Public member or Professional member.
3. The Presenters, Julie and Darryl were unbelievable fabulous. Truly a pleasure to learn from them and they both were amazing. Thank you.
4. Peter S.. ran the council meeting amazingly. Was right on, and in fact, ahead of schedule.
5. Was fantastic to see the participation and discussion brought up between everyone. Everyone was able to say their thoughts.
6. Nicole and Christine and Meghan are ALWAYS hard workers and should be applauded for ALL the hard work they do everyday. Christine, did amazing with the technology part of the meeting. Well done!

**Q15**

Respondent skipped this question

Other Questions that Council should be asking in a feedback survey?



## #10

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, February 28, 2022 10:52:17 PM  
**Last Modified:** Monday, February 28, 2022 11:00:19 PM  
**Time Spent:** 00:08:02  
**IP Address:** 174.88.146.85

Page 1

<b>Q1</b>	<b>Agree</b>
I received appropriate, supportive information for this Council meeting.	
<b>Q2</b>	<b>Agree</b>
I received this supportive information in a timely manner.	
<b>Q3</b>	<b>85</b>
I was prepared for this meeting.	
<b>Q4</b>	<b>90</b>
All Council members appeared prepared for this meeting.	
<b>Q5</b>	<b>Respondent skipped this question</b>
List any additional supports or resources that would have helped you better prepare for this meeting.	
<b>Q6</b>	<b>Agree</b>
This meeting was effective and efficient.	
<b>Q7</b>	<b>Yes</b>
The objectives of this meeting were achieved.	
<b>Q8</b>	<b>No,</b>
The President chaired the meeting in a manner that enhanced Council's performance and decision-making.	
Other (please specify): That's not meant to be a negative comment. I just didn't feel like the President's conduct enhanced out performance or decision-making per se.	

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

1.

**Educational sessions were informative and helpful**

---

**Q12**

List two ways in which the technical aspects of this meeting could have been improved.

1.

**A mechanism to vote (rather than a "show of hands")**

---

**Q13****Respondent skipped this question**

List two ways in which Council meetings could be improved

---

**Q14****Respondent skipped this question**

Additional Comments

---

**Q15****Respondent skipped this question**

Other Questions that Council should be asking in a feedback survey?

---

#11

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, February 28, 2022 11:49:31 PM  
**Last Modified:** Monday, February 28, 2022 11:53:12 PM  
**Time Spent:** 00:03:40  
**IP Address:** 108.216.196.200

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

**Q2** **Agree**

I received this supportive information in a timely manner.

**Q3** **75**

I was prepared for this meeting.

**Q4** **50**

All Council members appeared prepared for this meeting.

**Q5**

List any additional supports or resources that would have helped you better prepare for this meeting.

all materials supplied were sufficient

**Q6** **Agree**

This meeting was effective and efficient.

**Q7** **Other (please specify):**

The objectives of this meeting were achieved. unsure

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

- |    |                                         |
|----|-----------------------------------------|
| 1. | <b>well run by president, registrar</b> |
| 2. | <b>agenda was kept and on time</b>      |
- 

**Q12**

List two ways in which the technical aspects of this meeting could have been improved.

- |    |                                             |
|----|---------------------------------------------|
| 1. | <b>audio was sub par only once or twice</b> |
|----|---------------------------------------------|
- 

**Q13**

List two ways in which Council meetings could be improved

- |    |                                       |
|----|---------------------------------------|
| 1. | <b>more input from public members</b> |
| 2. | <b>more input from observers</b>      |
- 

**Q14**

Additional Comments

none

---

**Q15**

Other Questions that Council should be asking in a feedback survey?

ok with survey as it is

---

## #12

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, March 01, 2022 5:17:15 PM  
**Last Modified:** Tuesday, March 01, 2022 5:27:01 PM  
**Time Spent:** 00:09:46  
**IP Address:** 129.222.184.171

Page 1

Q1

Agree

I received appropriate, supportive information for this Council meeting.

Q2

Agree

I received this supportive information in a timely manner.

Q3

100

I was prepared for this meeting.

Q4

100

All Council members appeared prepared for this meeting.

Q5

List any additional supports or resources that would have helped you better prepare for this meeting.

The document were well done.

Q6

Agree

This meeting was effective and efficient.

Q7

Yes

The objectives of this meeting were achieved.

Q8

Yes,

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

Other (please specify):

Kept everything rolling and on time or better.

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

- |    |                                       |
|----|---------------------------------------|
| 1. | <b>Great preparation of materials</b> |
| 2. | <b>The Hybrid model worked well</b>   |
- 

**Q12**

List two ways in which the technical aspects of this meeting could have been improved.

- |    |                                     |
|----|-------------------------------------|
| 1. | <b>1 monitors for the slides</b>    |
| 2. | <b>1 monitor for the attendee's</b> |
- 

**Q13**

List two ways in which Council meetings could be improved

- |    |                                                         |
|----|---------------------------------------------------------|
| 1. | <b>Options for food at the meeting to prevent waste</b> |
| 2. | <b>More attendees in person</b>                         |
- 

**Q14**

Additional Comments

I found it strange to have a public member not respond when asked and kept the camera off at all times.

---

**Q15**

Other Questions that Council should be asking in a feedback survey?

looks good to me!

---

#1

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, May 16, 2022 9:27:00 AM  
**Last Modified:** Monday, May 16, 2022 9:29:42 AM  
**Time Spent:** 00:02:42  
**IP Address:** 99.229.94.37

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

**Q2** **Agree**

I received this supportive information in a timely manner.

**Q3** **90**

I was prepared for this meeting.

**Q4** **45**

All Council members appeared prepared for this meeting.

**Q5**  

List any additional supports or resources that would have helped you better prepare for this meeting.

None

**Q6** **Agree**

This meeting was effective and efficient.

**Q7** **Yes**

The objectives of this meeting were achieved.

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Disagree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

1.

**Well run**

2.

**Preparation****Q12**

List two ways in which the technical aspects of this meeting could have been improved.

1.

**None****Q13**

List two ways in which Council meetings could be improved

1.

**None****Q14**

Additional Comments

Some council members do not seem to be looking after public interest

---

**Q15**

Other Questions that Council should be asking in a feedback survey?

None

---



#2

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, May 16, 2022 2:46:16 PM  
**Last Modified:** Monday, May 16, 2022 2:49:11 PM  
**Time Spent:** 00:02:54  
**IP Address:** 24.150.121.88

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

**Q2** **Agree**

I received this supportive information in a timely manner.

**Q3** **92**

I was prepared for this meeting.

**Q4** **100**

All Council members appeared prepared for this meeting.

**Q5** **Respondent skipped this question**

List any additional supports or resources that would have helped you better prepare for this meeting.

**Q6** **Agree**

This meeting was effective and efficient.

**Q7** **Yes**

The objectives of this meeting were achieved.

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

1.

**Organization**

2.

**Discussion involved between people****Q12****Respondent skipped this question**

List two ways in which the technical aspects of this meeting could have been improved.

---

**Q13****Respondent skipped this question**

List two ways in which Council meetings could be improved

---

**Q14****Respondent skipped this question**

Additional Comments

---

**Q15****Respondent skipped this question**

Other Questions that Council should be asking in a feedback survey?

---

#3

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, May 17, 2022 12:14:07 PM  
**Last Modified:** Tuesday, May 17, 2022 12:18:05 PM  
**Time Spent:** 00:03:57  
**IP Address:** 99.250.128.191

---

Page 1

**Q1** **Agree**

I received appropriate, supportive information for this Council meeting.

---

**Q2** **Agree**

I received this supportive information in a timely manner.

---

**Q3** **100**

I was prepared for this meeting.

---

**Q4** **80**

All Council members appeared prepared for this meeting.

---

**Q5** **Respondent skipped this question**

List any additional supports or resources that would have helped you better prepare for this meeting.

---

**Q6** **Agree**

This meeting was effective and efficient.

---

**Q7** **Yes**

The objectives of this meeting were achieved.

---

**Q8** **Yes**

The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

---

**Q9****Agree**

I felt comfortable participating in the Council discussions.

---

**Q10****Agree**

The public interest was considered in all discussions.

---

**Q11**

List two strengths of this meeting.

1.

Both the President and the CEO were very familiar with the agenda items and were able to deal with all questions in a detailed manner.

2.

All questions were dealt with in a respectful manner.

---

**Q12****Respondent skipped this question**

List two ways in which the technical aspects of this meeting could have been improved.

---

**Q13****Respondent skipped this question**

List two ways in which Council meetings could be improved

---

**Q14****Respondent skipped this question**

Additional Comments

---

**Q15****Respondent skipped this question**

Other Questions that Council should be asking in a feedback survey?

---

**ITEM 2.2.1****DISCIPLINE COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS****Chair:** Cesar Mendez, Chiroprapist**Professional Members (Council):**

Melanie Atkinson, Chiroprapist  
 Ed Chung, Podiatrist  
 Peter Ferguson, Chiroprapist  
 Sasha Kozera, Chiroprapist  
 Irv Luftig, Podiatrist  
 Patrick Rainville, Chiroprapist  
 Donna Shewfelt, Chiroprapist  
 Peter Stavropoulos, Podiatrist

**Professional Members (Non-Council):**

Riaz Bagha, Chiroprapist  
 Nosheen Chaudhry, Chiroprapist  
 Adrian Dobrowsky, Chiroprapist  
 Peter Guy, Chiroprapist  
 Stephen Haber, Podiatrist  
 Martin Hayles, Chiroprapist  
 Sylvia Kovari, Chiroprapist  
 Jamie Maczko, Chiroprapist  
 Ann-Marie McLaren, Chiroprapist  
 Brooke Mitchell, Chiroprapist  
 Stevan Orvitz, Podiatrist  
 Millicent Vorkapich-Hill, Podiatrist

**Public Appointees:**

Ramesh Bhandari, Public Appointee  
 Jim Daley, Public Appointee  
 Allan Katz, Public Appointee  
 Winnie Linker, Public Appointee  
 Reshad Nazeer, Public Appointee  
 Andrew Simmons, Public Appointee

**Selected Member:**

Eliot To, Chiroprapist

**ROLE OF THE COMMITTEE**

The Discipline Committee supports the College's public protection mandate by conducting hearings to adjudicate allegations of professional misconduct and incompetence against registrants of the College.

## MEETINGS

The Discipline Committee held a business meeting on June 23, 2022.

### Completed Matters – February to May 2022

Disciplinary matters are resolved by way of uncontested or contested hearings. Matters are resolved or disposed of when:

- All allegations are withdrawn or dismissed;
- No findings of professional misconduct and/or incompetence are made by a panel;
- Findings of professional misconduct and/or incompetence are made and a penalty is ordered;
- Reinstatement requests are granted, not granted or abandoned; and
- Removal of information requests are granted, not granted or abandoned.

Between February and May 2022, the Discipline Committee disposed of two matters. One additional hearing was held but the panel reserved its decision.

In one case, the registrant signed an agreed statement of facts, admitting that she engaged in professional misconduct, including that she:

- failed to meet or contravened the College's standards,
- practised the profession in a conflict of interest,
- provided treatment to a patient when she knew, or ought to have known, that the provision of treatment was ineffective, unnecessary or deleterious to the patient or was inappropriate to meet the needs of the patient,
- failed to keep records,
- signed or issues a document that contained a false or misleading statement,
- submitted an account or charge for services that the registrant knew was false or misleading,
- charged a fee that was excessive in relation to the services or devices charged for,
- contravened the *Chiropody Act* and its regulations, and
- engaged in conduct that was disgraceful, dishonourable and unprofessional.

The registrant signed a joint submission on penalty that included an oral reprimand only, which the Panel accepted, because the registrant had signed an undertaking to permanently resign from the College. She was also ordered to pay costs to the College in the amount of \$15,000.

In the second case, the registrant signed an agreed statement of facts, admitting that he engaged in professional misconduct, including that he:

- failed to meet or contravened the College's standards,
- practised the profession in a conflict of interest,
- failed to keep records,

- signed or issues a document that contained a false or misleading statement,
- submitted an account or charge for services that the registrant knew was false or misleading,
- charged a fee that was excessive in relation to the services or devices charged for,
- contravened the *Chiropody Act* and its regulations, and
- engaged in conduct that was disgraceful, dishonourable and unprofessional.

The Panel ordered that the registrant receive an oral reprimand, that his certificate of registration be suspended for eight months (two months to be remitted if the ProBe Ethics course and U of T records course are completed), and that he be restricted from imaging, casting, prescribing, constructing, fitting, dispensing or ordering the fabrication of orthotics for 15 months from the date his suspension ends, among other terms, conditions and limitations on her certificate of registration. The registrant was also ordered to pay costs in the amount of \$6,000 to the College.

### Outstanding Referrals to the Discipline Committee

There are currently nine cases that have been referred to the Discipline Committee and are waiting to be completed.

Between February and May 2022, there were three referrals from the ICRC to the Discipline Committee.

Referrals are posted on the College's website: <http://cocoo.on.ca/scheduled-discipline-hearings-referrals/>

#### A. HEARINGS

- **Completed hearings:** two hearings were completed between February and May 2022
- **Scheduled hearings:** four of the eight referrals have scheduled hearing dates

#### B. PRE-HEARING CONFERENCES

- **Completed pre-hearings:** two pre-hearing conferences took place between February and May 2022
- **Scheduled pre-hearings:** one pre-hearing conference is scheduled to take place

**ITEM 2.2.2****INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS****Chair:** Peter Stavropoulos, Podiatrist**Professional Members (Council):**

Melanie Atkinson, Chiroprapist  
 Ed Chung, Podiatrist  
 Peter Ferguson, Chiroprapist  
 Sasha Kozera, Chiroprapist  
 Irv Luftig, Podiatrist  
 Patrick Rainville, Chiroprapist  
 Donna Shewfelt, Chiroprapist

**Public Appointees:**

Ramesh Bhandari, Public Appointee  
 Jim Daley, Public Appointee  
 Allan Katz, Public Appointee  
 Winnie Linker, Public Appointee  
 Reshad Nazeer, Public Appointee  
 Andrew Simmons, Public Appointee

**Selected Member:**

Eliot To, Chiroprapist

**Professional Members (Non-Council):**

Riaz Bagha, Chiroprapist  
 Nosheen Chaudhry, Chiroprapist  
 Adrian Dobrowsky, Chiroprapist  
 Allen Frankel, Podiatrist  
 Peter Guy, Chiroprapist  
 Stephen Haber, Podiatrist  
 Martin Hayles, Chiroprapist  
 Sylvia Kovari, Chiroprapist  
 Cesar Mendez, Chiroprapist  
 Brooke Erin Lee Mitchell, Chiroprapist  
 Stevan Orvitz, Podiatrist  
 Sreenath (Nat) Rave, Chiroprapist  
 Stephanie Shlemkevich, Chiroprapist  
 Ruth Thompson, Chiroprapist  
 Millicent Vorkapich-Hill, Podiatrist

**ROLE OF THE COMMITTEE**

The Inquiries, Complaints and Reports Committee (ICRC) investigates complaints and reports to address concerns about the conduct and practice of Ontario chiroprapists and podiatrists.

**MEETINGS**



The Committee held a business meeting on June 23, 2022.

## Complaints

In general, complaints come from patients and other members of the public, but other possible sources of complaints include insurance companies, registrants, or other health care professionals. The ICRC investigates most complaints with the consent of the patient/complainant to obtain relevant health information. Where the investigative powers obtained through an appointment, such as the authority to issue a summons, are required to investigate a complaint, the ICRC can make a request to the Registrar for an investigator appointment.

Between February and May 2022, the College received nine complaints, which is very consistent with the number of complaints received in the last two years for the same time period. See chart 2 below. Eight of the new complaints were from patients or their families, with the remainder being from public health, insurance companies, and other members of the College.

### A. *Dispositions*

Between February and May 2022, ICRC panels disposed of eight complaints matters as follows:

- 6 cases – no further action was taken
- 2 cases – referral to the Discipline Committee

One case was withdrawn.

The eight complaint matters that were considered by ICRC panels were disposed of in an average of 113.25 days. This average is slightly higher than what was reported in February 2022 (91 days), but it remains well below the 150-day mark outlined in the *Regulated Health Professions Act, 1991*.

### B. *HPARB Appeals*

The Health Professions Appeal and Review Board (HPARB) reviews the adequacy of an investigation and the reasonableness of an ICRC decision. Both complainants and registrants can request HPARB reviews.

Between February and May 2022 there were no appeals to HPARB.

### C. *Interim Orders*

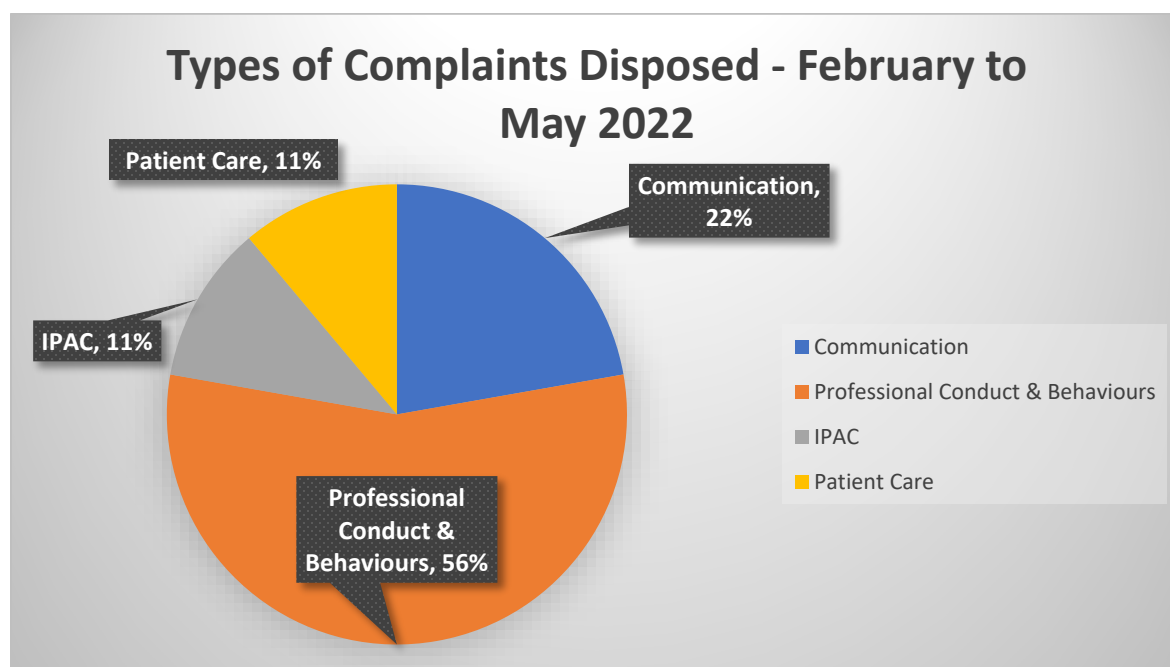
The ICRC may direct the Registrar to suspend a registrant or impose terms, conditions or limitations on a registrant's certificate of registration if:

- The ICRC has formed the opinion that the registrant's conduct exposes or is likely to expose patients to harm or injury;
- The registrant has been provided with notice;
- The registrant has at least 14 days to make submissions on the proposed order.

The ICRC cannot impose any gender-based terms, conditions or limitations. If an interim order is made, the matter must be investigated and prosecuted expeditiously. An interim order will remain in force until it is varied by the ICRC, or the matter is withdrawn or resolved by way of an alternative dispute resolution process or otherwise finally despoised of by a committee of the College.

The ICRC did not impose any interim orders between February and May 2022 as a result of a complaint.

**Chart 1**



### Reports - Registrar Investigations

Reports come from employers, facility operators, registrants, and others. The Registrar reviews a report of a preliminary investigation and decides on the appropriate response from options including remediation, or the appointment of investigators to conduct a full investigation. The ICRC approves Registrar investigator appointments and is informed of Registrar emergency investigator appointments, which are made if there is a risk of harm or injury to patients.

#### A. Investigator Appointments

Between February and May 2022, an investigator was appointed to conduct two Registrar Investigations. This is relatively consistent with the data from 2020 and 2021.

**Chart 2**

	February – May 2020	June – September 2020	October 2020 – January 2021	February – May 2021	June – September 2021	October 2021 – January 2022	February to May 2022

Complaints	11	11	14	11	8	8	9
Registrar's Investigations	1	0	4	3	1	1	2

### B. *Dispositions*

Between February and May 2022, panels of the ICRC disposed of three Registrar Investigations as follows:

- 1 case – no further action was taken
- 1 case – referral to the Discipline Committee
- 1 case – caution

### C. *Interim Orders*

The ICRC did not impose any interim orders because of a Registrar investigation between February and May 2022.

## Reports from the Quality Assurance Committee

The ICRC can also request a Registrar's investigator appointment if it receives a report about a registrant's conduct or practice from the Quality Assurance Committee (QAC).

Between February and May 2022, the ICRC received one referral from the QAC.

## Health Inquiries

The ICRC conducts inquiries into whether a registrant has a mental or physical condition or disorder that impacts the registrant's capacity to practice safely. The ICRC makes inquiries and may require the registrant to undergo medical examinations and suspend the registrant's certificate of registration if he or she does not attend or comply. The ICRC, after reviewing the results of its inquiries, may refer the matter to the Fitness to Practise Committee.

The ICRC completed one health inquiry between February and May 2022.

## ICRC Active Complaints Files

The Complaints process has been classified into stages, which are described below. The number of days elapsed is calculated from the date the complaint was received by the College.

The *Regulated Health Professions Act, 1991* requires that the College dispose of a complaint within 150 days, but the jurisdiction to continue an investigation is not lost if the investigation exceeds 150 days. At 150 days, a letter is sent to both parties explaining that the ICRC will not meet the deadline. At 210 days, the College is required to notify the parties and HPARB of the delay, as well as the reasons for the delay. After 210 days, either party can apply to HPARB seeking relief for the delay. Delay letters must be issued to both parties every 30 days after the 210-day delay.

Reviewing cases expeditiously, but fairly, meets the mission of the College to regulate the practice of Chiropody in the interest of the overall health and safety of the public of Ontario. Some matters take longer to complete due to complexity and/or to ensure the parties had a fair amount of time to respond to College requests.

*A. Stage 1: Notice of Complaint/Report*

Within 14 days of receipt of a complaint or a report, the College notifies the registrant. The registrant may make written submissions to the ICRC within 30 days of the date of the notice.

*B. Stage 2: Additional comments from complainant*

The registrant's response is provided to the complainant who may provide comments.

*C. Stage 2a: Additional comments from registrant*

The complainant's response is provided to the registrant who may provide comments.

*D. Stage 3: Review by ICRC*

Once the supporting documentation and relevant information has been collected from the parties and possible witnesses, the matter is reviewed by a panel of the ICRC. The Panel conducts a thorough review of the information and considers whether there are any additional documents that should be obtained or any other witnesses who should be approached.

*E. Stage 3a: Formal Investigation*

In some circumstances, the Panel may appoint an Investigator, who has the power to:

- Enter the registrant's place of practice and examine records or equipment and, where necessary, copy them or remove them;
- Summons witnesses or documents;
- Obtain a search warrant.

*F. Stage 4: Decision and Reasons*

Once the investigation is complete, the ICRC deliberates on the appropriate disposition of the complaint. This stage includes decision where a panel has formed the intention to refer a matter to the Discipline Committee, but allegations are being drafted.

The Panel's written decision and the reasons are provided to both the complainant and the registrant, except where the matter has been referred to another panel of the ICRC to conduct a health inquiry.

### **Active ICRC Complaint Cases to end of May 2022**

As of the end of May 2022, there were five active complaints.

<b>Date Received</b>	<b>Days Elapsed</b>	<b>Stage1</b>	<b>Stage 2</b>	<b>Stage 2a</b>	<b>Stage 3</b>	<b>Stage 3a</b>	<b>Stage 4</b>
January 5, 2022	146	✓	✓	✓	✓	✓	

February 18, 2022	102	✓	✓	✓	✓	✓	
April 20, 2022	41	✓					
April 27, 2022	34	✓					
May 9, 2022	22	✓					

Average: 69 days

### ICRC Active Registrar Investigations Files

The process for Registrar Investigations differs from the complaints process. Usually, the Registrant is not informed about the investigation until an investigator has been appointed and the Investigations Report is complete.

### Active ICRC Registrar Investigation Cases to end of May 2022

As of the end of May 2022, there were two ongoing Registrar's investigations.

Date Received	Days Elapsed	Stage1	Stage 2	Stage 2a	Stage 3	Stage 3a	Stage 4
March 28, 2022	64	✓	✓	✓	✓	✓	
April 29, 2022	32	✓	✓	✓	✓	✓	

Average: 48 days

**ITEM 2.2.3**

**Quality Assurance Committee Report  
June 24, 2022**

**Committee Members****Chair:**

Anna Georgiou, Chiropodist

**Professional Members (Council)**

Melanie Atkinson, Chiropodist

Matthew Doyle, Chiropodist

Irv Luftig, Podiatrist

Patrick Rainville, Chiropodist

**Professional Members (Non-Council)**

Cindy Lewis, Chiropodist

Brooke Mitchell, Chiropodist

Millicent Vorkapich-Hill, Chiropodist

Tina Rainville, Chiropodist

Jaffer Mohammed, Chiropodist

Cesar Mendez, Chiropodist

**Public Members**

Ramesh Bhandari

**Role of the Committee**

The Quality Assurance Committee (QAC) provides regulatory oversight through annual practice assessments and continuing education opportunities to ensure that Chiropodists and Podiatrists in Ontario are practicing in accordance with the College's standards.

**Practice Assessments**

Practice Assessments afford the College with an opportunity to provide collegial feedback and direction to members of the profession. In addition, the practice assessments allow broader concerns to be addressed before a complaint is filed or public safety is compromised.

The College has completed 21 practice assessments for the 2021 year. The Committee has provided direction on all but one matter and is now in the process of following up with these directions and closing the 2021 assessments files. The 2022 practice assessment cycle is now underway with 41 assessments to take place prior to the end of 2022.

## **Continuing Education**

Members are required to accrue a minimum of fifty (50) credit hours over a period of two years. The current cycle began on January 1, 2020 and ended on December 31, 2021. The Committee has commenced the continuing education audit process for approximately eighty (80) selected members; the members are comprised of those also undergoing a practice assessment, members who were deferred from the previous audit cycle and the remaining being randomly selected.

During the 2020-2021 CE cycle, the College removed the 5-hour credit limit for online webinars due to the pandemic. In March, the Committee sought direction from the Executive Committee to continue this exemption until the end of 2022. The Executive Committee approved the continued exemption.

## **Terms of Reference and Updated Policies**

The Quality Assurance Committee met on May 30, 2022 for its first business meeting. Lara Kinkartz of WeirFoldsLLP attended to provide education to the Committee on the role and responsibilities of the quality assurance committee. The committee members were presented with draft documents consisting of Terms of Reference and updated policies for Continuing Education & Practice Assessments. Following a comprehensive and productive discussion, the committee members are pleased to present to Council for approval the following items:

1. Terms of Reference (Appendix A)
2. Continuing Education Policy – updated from June 2019 (Appendix B & C)
3. Practice Assessment Policy (updated from June 2019) (Appendix D)

The Continuing Education policy contemplates a fine for failure to comply with the College's CE requirements and for the policy to come into effect January 2024. This would allow the current continuing education cycle to be completed. As well, the delayed effect of the Policy would allow for the necessary bylaw amendments and member consultation.

The Terms of Reference and the Practice Assessment Policy will take effect following Council's approval.

**ITEM 2.2.4****EXAMINATIONS COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Stephanie Shlemkevich, Chiropodist

**Professional Members (Council):**

Matthew Doyle, Chiropodist  
 Peter Ferguson, Chiropodist  
 Donna Shewfelt, Chiropodist

**Professional Members (Non-Council):**

Lisa Balkarran, Chiropodist  
 Nosheen Chaudhry, Chiropodist  
 Marcella Cowan, Chiropodist  
 Kathryn Ferguson, Chiropodist  
 Megan Grantham, Chiropodist  
 Kay Hayles, Chiropodist  
 Martin Hayles, Chiropodist  
 Dominic Hough, Chiropodist  
 Mary Ellen Kennedy-Mitchell, Chiropodist  
 Andrey Klayman, Podiatrist  
 Brooke Mitchell, Chiropodist  
 Sonia Rebello, Chiropodist  
 Jaffer Mohammed, Chiropodist

**ROLE OF THE COMMITTEE**

The Examinations Committee is an ad hoc committee that oversees the administration of the College's registration examinations.

Individuals wishing to practice as a chiropodist in Ontario must be registered with the College of Chiropodists in accordance with the *Chiropody Act*, 1991 and its Regulations. New members wishing to register are required to sit a two-part examination. A pass standing of the exam is required by the College to fulfill a portion of the registration requirements and become a member of the College. The exam is composed of a written and an objective (OSCE) component.



**ACTIVITIES**

The Examination Committee has been particularly busy in the first part of 2022 as they prepared for the June 2022 iteration of the College's qualifying examinations. In particular, the Committee prepared a substantial number of new questions for the written examination that are in line with the new Profile of Competencies, which took effect at the beginning of June 2022.

The written exam was administered online on June 20, 2022, to 41 candidates. The in-person OSCE is scheduled for June 25, 2022, with 36 candidates.

The increased examination fees took effect on May 16, 2022, following Council's approval at its Special meeting on May 13, 2022.

## STANDARDS & GUIDELINES COMMITTEE REPORT

June 24, 2022 Council Meeting

### COMMITTEE MEMBERS

**Chair:** Nosheen Chaudhry

**Professional Members (Council):**

Edward Chak-Yan Chung  
Peter Ferguson  
Sasha Kozera  
Irving Luftig

**Professional Members (Non-Council):**

Peter Guy  
Cindy Lewis  
Eliot To  
Brooke Mitchell

**Public Appointee:**

Jim Daley

**Ex Officio:**

Peter Stavropoulos

### ROLE OF THE COMMITTEE

The Standards and Guidelines committee serves as a standing committee charged in developing, reviewing and managing standards, guidelines, advisories and other documents as requested by the executive committee and its orders. The committee is responsible in assisting Executive Committee and Council in the above tasks when requested or directed to do so.

The Committee will at times revisit college documents and update as required and requested. This committee develops practice standards, guidelines, advisories and other documents for the profession in accordance with government legislations, regulation and by-laws. Documentation creation will be based upon legal expertise and advisement from other committees.

### MEETINGS

The Committee met for the first time this year on June 9, 2022 for a preliminary discussion on the creation of an acupuncture standard as ordered by the Executive Committee. The Executive Committee conducted preliminary research and presented it to S & G. At a recent MOH meeting, it was brought to the Registrar's attention that members are authorized under the RHPA to perform this controlled act.

### NEXT MEETING

TBA shortly after preliminary research and consultations of other RHPA colleges and Acupuncture Canada Institution are conducted. Will likely occur July 2022.

**ITEM 2.2.6****REGISTRATION COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Matthew Doyle, Chiroprapist

**Professional Members (Council):**

Melanie Atkinson, Chiroprapist  
Sasha Kozera-Faye, Chiroprapist  
Peter Stavropoulos, Podiatrist

**Professional Members (Non-Council):**

Deepka Duggal, Chiroprapist

**Public Members:**

Ramesh Bhandari  
Winnie Linker

**ROLE OF THE COMMITTEE**

The Registration Committee supports the College's public protection mandate by developing, establishing, and maintaining standards of qualification for persons to be issued certificates of registration with the College.

**MEETINGS**

The Registration Committee did not meet between the period of February 2022 to June 2022.

**DECISION/OUTCOMES****NEXT MEETING**

No Scheduled Meetings at this time

**ITEM 2.2.7****PATIENT RELATIONS COMMITTEE REPORT**

June 24, 2022 Council meeting

**COMMITTEE MEMBERS**

**Chair:** Peter Stavropoulos

**Professional Members (Council):**

Matt Doyle  
Peter Stavropoulos

**Professional Members (Non-Council):**

Pauline Looi  
Brooke Mitchell

**Public Members:**

Jim Daley  
Alan Katz

**ROLE OF THE COMMITTEE**

This Committee reviews and oversees the Patient Relations Program and supports the College's commitment to address concerns about a members' conduct. The *Regulated Health Professions Act, 1991* outlines two specific roles for the PRC:

- advise Council with respect to the patient relations program (PRP), which must include measures for preventing and dealing with patient sexual abuse;
- administer funding for therapy and counselling for patients who are named in a sexual abuse complaint or report.

**MEETINGS**

The Patient Relations Committee did not meet between February and May 2022.

**DECISION/OUTCOMES**

N/A

**NEXT MEETING**

There are no scheduled meetings at this time.

**ITEM 2.2.8****Registrar's Report to Council****June 24, 2022****1) College Performance Measurement Framework (CPMF) 2021 Submission:**

We submitted the College's CPMF for 2021 by the deadline of March 31, 2022. I am pleased to report that the College's second CPMF, following the inaugural CPMF for 2020 submitted in March 2021, had many notable improvements. The College is poised to have met or partially met (from any "not met" in the 2021 CPMF) all items required in the 2021 CPMF when it delivers the 2022 CPMF in March 2023, subject to any additions or new requirements implemented by the Ministry of Health.

**2) Strategic Plan and Podiatry Model:**

I have continued to work with the Strategic Planning Committee (SPC) to operationalize the plan and to develop Key Performance Indicators. I have reached out to a number of stakeholders and have met with those stakeholders, or am meeting with those stakeholders in the near future, including the First Nations Health Managers' Association, the Northern Ontario School of Medicine and the Weeneebayko Area Health Authority (WAHA). Because the College is a member of the Ontario Hospital Association, I have also met with the OHA's Government Relations staff in preparing the Position Paper in support of the Podiatry Model.

**3) Accreditation Canada:**

The College has agreed to allow the Michener and Accreditation Canada (AC) use the College's competency profile to allow AC to review the Michener's Chiropody program and determine if it meets the AC's accreditation standards, with a view to accrediting the Michener's Chiropody program.

**4) Surgical Competencies:**

The College has provided updated surgical competencies to the Michener, and I have met with Catharine Grey, Academic Chair and Discipline Head, Chiropody at the Michener, to work towards improvements to the clinical placements and surgical competencies training and assessment.

**5) Speaker at OSC Conference May 2022:**

Peter Stavropoulos and I attended the Ontario Society of Chiropodist's Conference in early May and delivered a presentation covering professional health regulation and key activities at the College. The presentation was well attended and there was considerable audience engagement.

**6) Meeting with Michener Chiropody Students, All Years:**

As a result of Council's motion in principle to increase the Registration Examination fees for 2022 at Council's February 2022 meeting, I met with students in years 1, 2 and 3 of the Michener program to explain the College's mandate to protect the public and the rationale for the proposed

increase to the Registration Examination Fees. The students were provided with an opportunity to ask questions and provide feedback. The meeting was a success with a lot of student engagement.

**7) Drafting of the Position Paper:**

Peter Stavropoulos and I drafted a position paper citing recent research that supports the adoption of the podiatry model in the province as an efficient and effective means to address underserved populations, particularly among First Nations, Northern and Rural communities in Ontario. The available data shows shocking rates of diabetes and lower limb amputations that are several times greater among First Nations communities as well as Ontarians in the lowest economic quintile. The health implications are significant as diabetes and lower limb amputations are linked to much higher rates of mortality. The available data shows a correlation between access to chiropodists and podiatrists and decreased rates of lower limb amputation. The position paper summarizes the available data and demonstrates the increased access to effective footcare that addresses current inequities and exclusion of certain Ontarians in access to needed healthcare.

The position paper has been supported by the First Nations Health Managers' Association and the College will approach government once the new Cabinet has been announced and government business has resumed following the election.

**8) Business Meetings:**

College staff and I have planned for business meetings at the College for the first time in Quality Assurance as well as ICRC and Discipline Committee. The Quality Assurance Committee business meeting was led by Manager, Registration, Examinations and Quality Programs, Christine Hickey along with the Chair Anna Georgiou on May 30, 2022. Deputy Registrar and Manager, Professional Conduct and Hearings, Meghan Clarke, and I will lead the business meeting for ICRC and the Discipline Committee on June 23, 2022 with Chairs Peter Stavropoulos (ICRC) and Cesar Mendez (Discipline Committee). My plan is to have two business meetings every year for both QAC and ICRC/DC, aligning the College with other RHPA College best practices and optimizing the education and functioning of these important statutory committees.

**9) New Executive Assistant Position:**

I have hired a new Executive Assistant, Stanley Huang, on a contract basis, as, in my determination, the College is understaffed and in need of further administrative support. I have a number of areas I would like Stanley's support in and look forward to having assistance in the proper administration of the College's business.

**10) Submissions on Bill 106:**

The Government invited submissions on the proposed amendments impacting professional regulation in Bill 106 by June 10, 2022. I provided the College's submission, upon consultation with legal counsel, by the deadline. A link to the Bill can be found here: <https://www.ola.org/en/legislative-business/bills/parliament-42/session-2/bill-106#:~:text=Bill%20106%20has%20been%20enacted,the%20Statutes%20of%2>

**ITEM 2.2.9****AUDIT COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Jim Daley

**Professional Members (Council):**

Ed Chung  
Melanie Atkinson

**Professional Members (Non-Council):**

None

**Public Appointees:**

Jim Daley

**ROLE OF THE COMMITTEE**

Assist Council in the consideration of the College's audited financial statements, including meeting with the College's auditors at least once before the audited annual financial statements are presented by the Committee for approval of Council.

**MEETINGS**

The Committee met once since the last Council meeting for the purpose of meeting with the College Auditor to review the 2021 Financial Statement and Audit Findings Report.

**DECISION/OUTCOMES**

The Committee unanimously recommends to Council that the 2021 Audited Financial Statements be approved as presented.

**NEXT MEETING**

There are no future meetings scheduled at this time.

**ITEM 2.2.10****FITNESS TO PRACTISE COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Peter Guy

**Professional Members (Council):**

Matthew William Doyle

**Professional Members (Non-Council)**

Peter Gordon Guy

Pauline Suk Ming Looi

Kimberley Ann Resmer

Cesar Mendez

**Public Appointees:**

Winnie Linker

**ROLE OF THE COMMITTEE**

The Fitness to Practise Committee supports the College's public protection mandate by conducting hearings to assess whether a member is incapacitated, after the matter has been referred by the Inquires, Complaints and Reports Committee.

**MEETINGS**

None

**DECISION/OUTCOMES**

None

**NEXT MEETING**

There are no future meetings scheduled at this time.



**ITEM 2.2.11****TECHNICAL COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Peter Ferguson

**Professional Members (Council):**

Ed Chung  
Matthew Doyle  
Peter Ferguson  
Sasha Kozera-Faye

**Professional Members (Non-Council):**

John Lanthier  
Tracy Oliver

**Public Appointees:**

None

**ROLE OF THE COMMITTEE**

The Technical Committee was established by Council as an ad hoc committee. Its mandate is to support Council by responding to questions relating to the acceptability of practice modalities and emerging technologies.

**MEETINGS**

The Committee has not met since the last Council meeting.

**DECISION/OUTCOMES**

None

**NEXT MEETING**

There are no future meetings scheduled at this time

**ITEM 2.2.12****STANDING DRUG COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Peter Stavropoulos

**Professional Members  
(Council):**

Peter Stavropoulos

**Public Appointees:**

Jim Daley

**Professional Members (Non-Council):**

Jannel Somerville

Cesar Mendez

Martin Hayles

**ROLE OF THE COMMITTEE**

This Committee is responsible for ensuring that the Drug Regulation, which the Committee was initially instrumental in formulating, is kept up to date. The Committee consults with the Ministry of Health to suggest amendments based on current and changing legislation.

**MEETINGS**

This Committee has not met since the Council Meeting on February 25, 2022.

**DECISION/OUTCOMES**

As last reported, the MOH formally accepted the College's Drug schedule on February 16, 2022, in advance of the deadline established by the MOH. The College's legal counsel then drafted the Drug Regulation in support of the approved Drug schedule. However, we were notified by the MOH that it was not possible to table the amendment prior to the election and, as a result, the proposed amendment would await tabling after the election and the resumption of government. We remain hopeful that the anticipated date that the proposed amended regulation will come into effect is January 1, 2023.

**NEXT MEETING**

There are no meetings scheduled at this time

**ITEM 2.2.13****SEDATION COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Anna Georgiou

**Professional Members (Council):**

Melanie Atkinson

Matthew Doyle

Irving Luftig

Patrick Rainville

**Professional Members (Non-Council):**

Cesar Mendez

Cindy Lewis

Brooke Mitchell

Tina Rainville

Jaffer Mohammed

Millicent Vorkapich-Hill

**Public Appointees:**

Ramesh Bandari

**ROLE OF THE COMMITTEE**

The Sedation Committee's role is to function under the by-laws and the Standard of Practice for the Administration of Inhaled Substances and the Use of Sedation in a Member's Practice, including reviewing appeals of decisions of the Registrar to refuse a member's application for an Inhalation Certificate; and studying and making recommendations to Council or the Executive Committee on any matter within its responsibility or any other matter referred to it by Council or the Executive Committee.

**MEETINGS**

The Committee has not met since the last Council meeting.

**DECISION/OUTCOMES**

None

**NEXT MEETING**

There are no meetings scheduled at this time.

**ITEM 2.2.15****ELECTIONS COMMITTEE REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Peter Ferguson

**Professional Members (Council):**

Matthew Doyle

Peter Ferguson

**Professional Members (Non-Council):**

none

**Public Appointees:**

Jim Daley

Alan Katz

**ROLE OF THE COMMITTEE**

The Elections Committee is a standing committee of the College. This Committee is mandated by the College's General By-law. The Elections Committee deals with disputes relating to the election of councillors and other matters provided in the by-laws, other disputes or issues referred to it by Council or the Executive Committee and it studies and makes recommendations to Council for improving the election process.

**MEETINGS**

The Committee met on March 10<sup>th</sup>, 2022, in response to Council's decision at the February meeting of Council, to incorporate additional information and a pre-screening process, in respect to COCOO members considering running for Council.

At the Special Meeting of Council on May 13, 2022, the motion "to approve Board Member Knowledge, Skills and Experience Matrix, to be used for the 2022 election cycle" was passed.

**DECISION/OUTCOMES**

Since then, Peter Ferguson, Jim Daley, College staff and IT support, have been working to develop an interactive platform on the website which will include a question-and-answer format. It is still scheduled to be ready for the 2022 election cycle.

**NEXT MEETING**

None scheduled at this time.

**ITEM 2.2.16****STRATEGIC PLANNING COMMITTEE (SPC) REPORT**

June 24, 2022 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Peter Ferguson

**Professional Members (Council):**

Matthew Doyle  
Sasha Kozera-Faye  
Peter Ferguson  
Patrick Rainville  
Peter Stavropoulos

**Professional Members (Non-Council):**

Nosheen Chaudry

**Public Appointees:**

Jim Daley  
Allan Katz

**ROLE OF THE COMMITTEE**

The Strategic Planning Committee's role is to identify key strategic goals over a three-to-five-year period making recommendations to Council on those goals and actions. In addition, the committee shall make recommendations to Council on any matter within its responsibility referred to it by Council or the Executive Committee.

**MEETINGS**

Since reporting at the February 25<sup>th</sup> meeting of Council the SPC has met on the following dates:

May 24<sup>th</sup> 2022 – virtual meeting.

The Strategic Planning Committee met to discuss key performance indicators (KPI's) arising from the outcomes of the Strategic Plan agreed by Council at the February 24<sup>th</sup> Council Meeting. Deanna Williams, who has assisted the committee on previous meetings, was on hand to facilitate and contribute her expertise. It was agreed that the KPI's would be tied to SMART goals - Specific, Measurable, Achievable, Relevant, and Time-Bound.

The SPC members have submitted suggested KPIs in respect of the sustainability and the Podiatry Model.

Sustainability – the KPIs shall be valid for the duration of the strategic plan.

Podiatry Model – developing KPI's for the balance of 2022 and 2023. It is anticipated that the KPI's will be drafted and put before council for approval at the October Council meeting.

The submitted KPI's are currently being reviewed, with the work ongoing.

In addition, the Working Competencies Group (comprised on Ed Chung, Jim Daley, Peter Ferguson, Millicent Hill, Tracy Oliver, Patrick Rainville, Peter Stavropoulos) met virtually on May 19<sup>th</sup> 2022.

The CWG purpose is to assist with the continued development of additional competencies to complement the COCOO Profile of Competencies. This is in response to the more expansive issues related to a changing landscape within the professions of chiropody and podiatry and the prospect of a Podiatry Model in the future which forms the second part of the draft strategic plan.

#### **DECISION/OUTCOMES**

Competencies Working Group continue to develop and refine the Combined Competencies document which focuses on three areas: surgical, diagnostic, and wound care. It is expected that the document will be ready for review at the October meeting of Council.

#### **NEXT MEETING**

None scheduled, although the work is ongoing.

**ITEM 2.2.14****PRACTICE ADVISOR REPORT**

June 24, 2022, Council Meeting

**Acting Practice Advisor** - Peter Ferguson, Registered Chiropracist

**Purpose:**

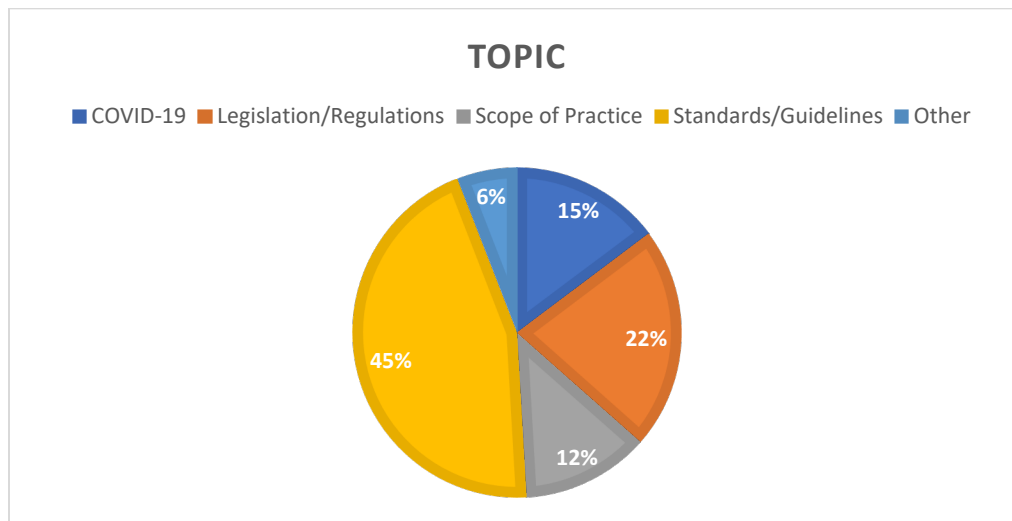
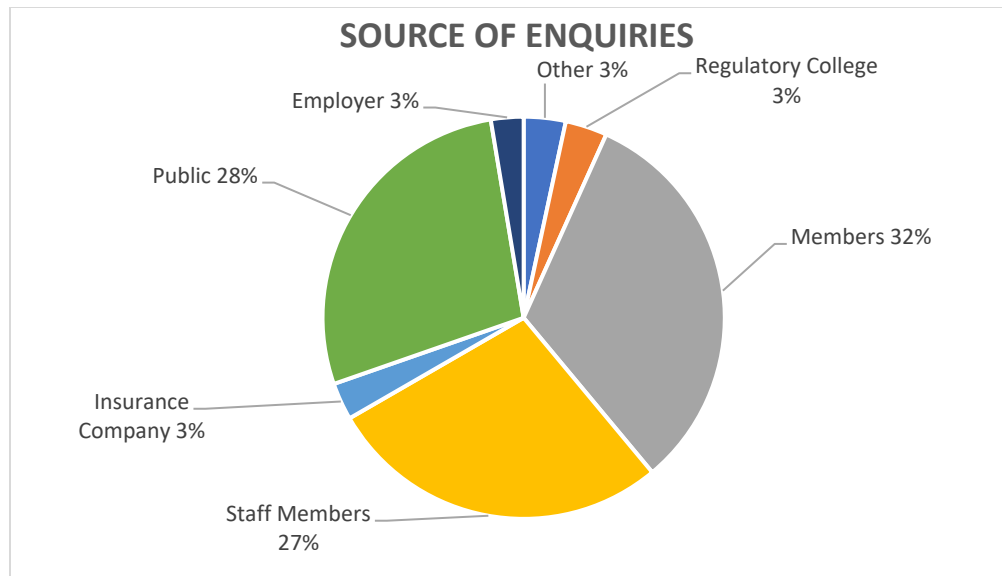
To provide Council with an overview of the Practice Advice activities since last meeting of Council. The PA provides professional practice advice on behalf of the College, supporting Members by making sound and ethical clinical decisions that comply with legislative requirements, the Standards of Practice, and College policies and guidelines. The PA is also available to support the public with questions about the practice of chiropracists and podiatrists.

**The Public Interest:**

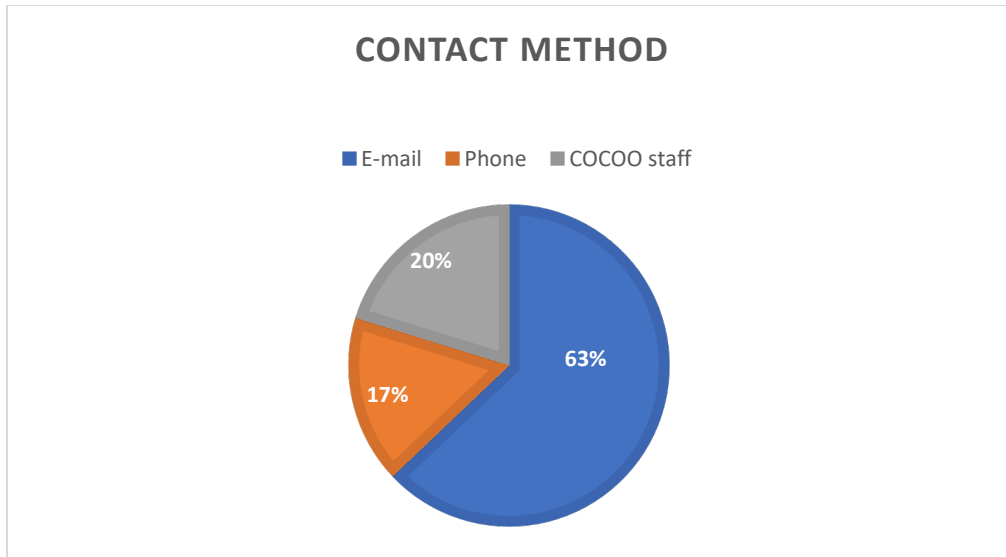
The practice Advisory service responds to inquiries from multiple stakeholders including the public. The PA is also available to support the public with questions about the practice of chiropracists and podiatrists in Ontario.

Data breakdown since February Council meeting:

- Received 267 phone calls and emails relating to the practice advisory service (a four-month period from Feb 1<sup>st</sup> – 31<sup>st</sup> May).
- Approximately a 35% increase in total enquires, accounting for one additional month in the cycle compared to previous cycle of three months).
- 27% of questions from members and the public were referred to the PA by COCOO staff.
- 15% of enquiries are COVID-19 related focused on masking and other COVID-19 related policies.







Ongoing work:

Seeking to improve the practice advisory service to Members and stakeholders by:

- Increasing awareness of practice advisory service to Members.
- Other COCOO staff continue to receive a relatively high percentage of enquires which are related to the practice advisor position. Continue to improve awareness with Members and public, where best to direct enquires.
- Developing both on-line and in-person educational sessions and learning resources to promote awareness of best practices.

**ITEM 4.1****EXECUTIVE COMMITTEE BRIEFING NOTE RE RECOMMENDED AMENDMENTS TO BYLAW 51.04:  
Nominations to Run for Election to Council****Background:**

The College's Bylaw provide that any registrant wishing to be eligible for election to Council must have three nominators who are other professional registrants in the same electoral district. Currently, a professional registrant cannot self-nominate.

Given the relatively small pool of registrants with the College and the need to encourage participation and inclusivity by a diversity of registrants in the governance of the College, the proposed bylaw amendment would remove barriers to greater participation on Council by more registrants. Further, with the development of skills criteria for prospective Council members and more robust orientation, both for new Council members and education on an ongoing basis, the College is better able to ensure competency among Council members now and in the future. In contrast, nominations by other registrants is not a guarantee of competency to sit as a Council member, yet may pose a barrier to entry for newer registrants or those in more remote districts.

**Public Interest Rationale for Decision:**

It is in the public interest that the College attract engaged and diverse registrants to govern the College as Council members. Removing barriers that could place unnecessary restrictions on the registrants who run for election is a positive step towards ensuring greater inclusivity.

**Recommended Motion:**

That Bylaw No. 51.04 be amended to remove the need for three nominators and allow for registrants wishing to run for election to Council to self-nominate. The amendment would come into effect for the 2023 elections. Please see attached Bylaw No. 51.04 with a strike through the existing language and the proposed replacement language in red.

**51.04** The nomination of a candidate for election shall be in writing, be received by the Registrar at least sixty days before the date of the election and shall include the

written consent of the **member** wishing to stand for election and the signature of one eligible nominator who may be the **member** wishing to stand for election.

## 51. ELECTIONS

...

- 51.04** The nomination of a candidate for election shall be in writing, be received by the Registrar at least sixty days before the date of the election and shall include the written consent of the **member** wishing to stand for election and the signature of one eligible nominator who may be the **member** wishing to stand for election.

## 51. ELECTIONS

...

- 51.04** The nomination of a candidate for election shall be in writing, be received by the Registrar at least sixty days before the date of the election and shall include the written consent of the **member** wishing to stand for election and the signature of ~~three~~one eligible ~~nominators~~nominator who may be the member wishing to stand for election.

**ITEM 4.2****Audit Committee Report****2021 Audit**

The Audit Committee met on June 13, 2022 with the College Auditors to review the 2021 Audited Financial Statements and the Auditors report. The Committee recommends that Council approve the Financial Statements for the following reasons.

1. Adjustments identified by the Auditors were minimal and minor in quantum.
2. No significant matters were identified by the Auditor.
3. The Auditors did not identify any significant control deficiencies.
4. The Auditors opinion that the financial statements present fairly, in all material respects, the financial position of the College is unqualified.
5. There was no evidence of fraud or management bias in preparing the financial statements.
6. No difficulties were encountered while performing the audit. Management was fully cooperative and provided all information required and responses to the auditor's requests in a timely manner.

**Appointment of Auditors for 2022**

The Audit Committee recommends that Hilborn LLP be reappointed as the College's Auditor for the following reasons:

1. Hilborn and the Audit partner, Lanjun Wang are both in good standing with CPA Ontario (the regulator for the Ontario Accounting profession) and have never been brought before the Discipline Committee.
2. The College has received good service and value for money from the auditor.

**ITEM 4.3.1 – Appendix A****Terms of Reference****Committee Name:**

- Quality Assurance Committee

**Committee Type:**

- Statutory/Adjudicative Committee

**Purpose:**

- The Quality Assurance Committee (QAC) provides regulatory oversight through annual practice assessments and continuing education opportunities to ensure that Chiropodists and Podiatrists in Ontario are practicing in accordance with the College's standards.

**Responsibilities:**

- Review and recommend to Council the continuing education criteria required for Registrants to maintain competent level of skill and knowledge in the practice of chiropody and podiatry in Ontario.
- Conduct an annual continuing education audit of 10% of the College's Registrants.
- Establish criteria for practice assessor eligibility.
- Work with College staff to recruit and train practice assessors.
- Establish the criteria required for practice assessments.
- Review and recommend to Council changes or updates to the Standards of Practice,
- Conduct practice assessments on an annual basis that are no less than 5% of the College's Registrants.
- Review and evaluate completed practice assessments.
- Establish ongoing continuing education and quality assurance programs based on the safety of the public and the needs of the Registrants.
- Carry out its statutory authority as set out in the relevant Statutes, Regulations and Bylaws.

- Establish policies for the Quality Assurance programs.
- Each member of the Committee is responsible for properly preparing for each meeting, attending scheduled meetings, and actively participating in meetings.

### **Authority:**

- The Quality Assurance Committee's authority is granted pursuant to
  - Sections 80.1 and 80.2 of Schedule 2 – Health Professions Procedural Code, *Regulated Health Professions Act*, 1991, S.O. 1991. c. 18.
  - Sections 26-31, O. Reg 203/94 General, *Chiropody Act*, 1991, S.O. 1991, c. 20.
  - Bylaw No.1: General

### **Composition:**

- The Quality Assurance Committee shall be comprised of no more than 12 members, and must include:
  - at least one elected or selected councillor;
  - at least one public member; and
  - at least one non-council committee member.
  - One podiatry class member.
- Panels – a Panel of the Committee must be comprised of four members; one of whom is a public appointed member (s. 27 General Regulation).
  - A properly constituted Panel will be assigned matters including practice assessments and/or continuing education referrals for decision-making. Where a Panel is reviewing the practice assessment of a podiatry member, the Panel shall include a podiatry member.
  - All decisions regarding practice assessments will be made by a Panel.
  - Panel composition will be determined by staff with input from the Chair.
- Quorum – quorum is constituted by three members of the Committee/Panel.
- A Committee/Panel member who does not uphold their responsibilities or misses meetings without a reasonable explanation will be asked by the Chair to resign from the Committee. If the member refuses to resign, a vote will be taken, and a recommendation



will be made to the Council or, the Executive Committee acting on behalf of Council, for removal of the member.

### **Committee Meetings:**

- The Committee shall meet in its entirety on an annual basis for at least one business meeting and a maximum of two business meetings. Additional meetings may be called at the discretion of the Chair in consultation with College staff.

### **Panel Meetings:**

- Each Panel of the Committee, except for the business meeting, shall be constituted by a four (4) member panel of the Committee.
- Each Panel will be assigned a Panel Chair who will preside over the Panel meeting.
- At the beginning of each Panel meeting, the Panel Chair shall advise the Panel members of the amount of time that can be claimed for preparation.
- The Panel shall be provided with the required meeting materials no less than 10 days prior to the meeting date.
- The Panel may meet in-person, by teleconference or by video conference or a combination of these formats.
- A Panel of the Committee shall meet as needed, at the discretion of the Chair in consultation with College staff.
- The staff member supporting the Panel shall take minutes and such minutes shall be approved by the Panel Chair.

### **Reporting:**

- The Committee Chair will report to the Council in accordance with the Council's annual meeting schedule
- The Committee Chair will seek direction, guidance or make recommendations to the Executive Committee as is required.
- Each member of the Committee or a Panel of the Committee shall submit to College staff, their expense claim within 72 hrs of the meeting.

**Decision-making:**

- The Committee or Panel shall strive for consensus when making decisions. If consensus cannot be achieved the Committee/Panel members must agree on how to address the outstanding issues.
- The Committee/Panel shall not discuss outstanding issues or Committee/Panel business via email. The Chair shall call a meeting of the Committee/Panel to discuss outstanding issues or Committee business, at which point the Committee/Panel can decide on how to proceed, including, but limited to, referring the matter to the Executive Committee for direction or guidance.
- The Committee/Panel acknowledges that its decision-making powers with respect to a Registrant's practice assessment is governed by the relevant legislation and regulations.
- In coming to a decision, the Committee/Panel can reference the decision-making flowchart attached as Appendix "A"

**TOR Review:**

- The Terms of Reference shall be reviewed on an annual basis at the Committee's business meeting.

**ITEM 4.3.2 – Appendix B**

**Quality Assurance Policy**  
**Continuing Education and Self-Assessment Requirements**

In this Policy,

“College” means the College of Chiropractors of Ontario;

“Committee” and QA Committee means the Quality Assurance Committee;

“member” means a member of the College; and

“QA” means Quality Assurance.

**Continuing Education**

All members are required to complete a minimum of 50 continuing education (CE) hours within each two-year cycle, commencing on January 1st. These hours are to be documented by each member on a CE Log with a description of the CE activity, the course provider and an evaluation of the level to which each educational activity has helped bring about a positive change in the member’s practical setting. Members are required to retain the CE Log as well as proof of completion of the activities referred to in the Log.

CE activities must relate directly to the practice of chiropractic or podiatry. As a general guideline, one hour of credit will be accepted for one hour of participation in an educational activity. Each member is required to complete a total minimum of 50 hours in the two-year cycle. Educational activities must be completed in two categories:

**Category A – Structured Programs**

This category relates to lecture style programs provided by a recognized educational institution or other regulated health professional group or association. A minimum of twenty (20) credit hours must be completed in this category. Recognized providers of Category A include: accredited universities and hospitals, The Michener Institute, The American Podiatric Medical Association’s approved providers, The Ontario Society of Chiropractors, The Ontario Podiatric Medical Association, The Canadian Federation of Podiatric Medicine and The Ontario Hospital Association. A maximum of 10 hours of the total required in this category may be claimed for teaching students enrolled in the Chiropractic program at the Michener Institute, and/or working on College Committees and/or working as a College assessor or monitor. A maximum of 5 hours of the total required in this category may be claimed for participating in electronically delivered programs, such as webinars and podcasts, provided that there is either an evaluative component or some other satisfactory evidence of the completion of the program.

**Category B – Other Educational Activities**

This category includes lectures, workshops, supplier/provider programs and self-directed independent learning activities such as journal reviews, recorded materials, mentorships,

presentations, on-line courses and professional readings. Members may claim a maximum of thirty (30) credit hours in this category per cycle.

### **Self-Assessment Tool**

Self-Assessment is required to be performed by all members.

The Self-Assessment Tool (SAT) is to be used in conjunction with the CE Log to encourage and guide continuous learning. It is a document that will help members summarize strengths and opportunities to enhance the various skills, knowledge and abilities that are needed to perform within the profession.

The SAT has been developed on the basis of the Standards of Practice, Competencies, Code of Ethics, Provincial and College Regulations and Guidelines. Members are asked to compare their performance to other members (within their membership class) in the areas of communication skills, record keeping, collaboration, research principles, and clinical and theoretical knowledge. An action plan can be developed from this self-assessment. This tool is not a test, but a guide to define individual learning objectives. All members should expect that some areas require educational growth, regardless of their experience, education or competence.

Each member must complete a minimum of one (1) self-assessment using the SAT during each CE cycle, and retain the completed SAT in his/her files. This form is not to be returned to the College unless it is requested by the Committee.

### **Random Selection to Review CE Log and the SAT**

Every two years, ten per cent of the membership is randomly selected for evaluation of the continuing education component and SAT of the Quality Assurance program. If a member is randomly selected to submit their CE log and SAT to the College, they will be contacted directly. Members must also submit photocopies of course and/or conference completion certificates and conference itineraries for Category A activities. The College does not require course materials and notes to be submitted. The College suggests that course materials and notes be retained for personal reference.

The QA committee then reviews the submissions. Members either meet the requirements or receive directions from the committee as per the regulatory requirements detailed below:

### **Regulatory Requirement Regarding Continuing Education and Self-Assessment**

The continuing education and self-assessment components of the College's QA program are mandated in the College's Quality Assurance Regulation 204/94. The QA Committee is required to follow the process set out in the regulation. A member who fails to comply or meet the requirements of the continuing education requirements will be subject to the action identified in section 29 (1) (2) and (3) of the Regulation as follows:

Section 29(1) says:

A member shall maintain a record of his or her self-assessments and continuing education activities and submit them to the College upon request.

Section 29(2) says:

If a member fails to submit the records referred to in subsection (1) when requested to do so, the registrar shall refer the matter to the Committee and notify the member in writing that this has been done and that the member may make written submissions to the Committee within 30 days after receiving the notice.

Section 29(3) says:

After considering the member's written submissions, if any, the Committee may,

(a) grant the member an extension for a specified period of time during which the member shall submit their records;

(b) require the member to undergo a practice assessment by an assessor in accordance with section 30.

The regulation in its entirety may be found on the College's website at [www.cocoo.on.ca](http://www.cocoo.on.ca)

**ITEM 4.3.3 – Appendix C**

<b>TYPE</b>	<b>Quality Assurance</b>
<b>NAME</b>	<b>Continuing Education &amp; Self-Assessment Policy</b>
<b>DATE OF COUNCIL APPROVAL</b>	<b>June 24, 2022</b>
<b>EFFECTIVE DATE</b>	<b>January 1, 2024</b>

**BACKGROUND**

The *Regulated Health Professions Act, 1991*, mandates that each Chiropractor/Podiatrist registered (the “Registrant”) with the College of Chiropractors of Ontario (the “College”) participate in a Quality Assurance Program that includes continuing education and self-assessment components.

**INTENT**

This policy outlines the requirements of the continuing education and self-assessment components of the Quality Assurance Program.

**POLICY****A. Self-Assessment Requirements**

Prior to the commencement of the annual Continuing Education cycle, a Registrant must complete the Self-Assessment Tool (the “SAT”), attached as Appendix “A”.

The SAT is to be used in conjunction with the Continuing Education log to encourage and guide a Registrant’s continuous learning. It is a document that will help the Registrant summarize strengths and identify opportunities to enhance the skills, knowledge and competence required to practice the Chiropractic/Podiatry profession.

The SAT has been developed with consideration of the Standards of Practice, Competencies, Code of Ethics, Provincial and College Regulations and Guidelines. Registrants are asked to compare their performance to other Registrants within the same membership class in the areas of communication skills, record keeping, collaboration, research principles, and clinical and theoretical knowledge. An action plan can be developed from this self-assessment.

This SAT is not a test, but a guide to define individual learning objectives. All Registrants should expect that some areas require educational growth, regardless of their experience, education, or competence.

Each Registrant must complete one (1) SAT during each Continuing Education cycle and retain the completed SAT in his/her files. This form is not to be returned to the College unless it is requested by the Committee.

### **B. Continuing Education**

All Registrants are required to complete a minimum of 25 Continuing Education (CE) hours annually, commencing on January 1<sup>st</sup>. These hours are to be documented by each Registrant on a CE Log with a description of the CE activity, the course provider, and a brief evaluation of the CE activity's value to the Registrant's practice. Registrants are required to retain the CE Log as well as proof of completion of the activities referred to in the Log.

CE activities must relate directly to the practice of Chiropractic or Podiatry. As a general guideline, one hour of credit will be accepted for one hour of participation in an educational activity. Each Registrant is required to complete a total minimum of 25 hours in the annual cycle.

Educational activities must be completed in two categories:

#### **Category A – Structured Programs**

Category A relates to lecture style programs provided by a recognized educational institution or other regulated health professional group or association. A minimum of **ten (10)** credit hours must be completed in this category. A maximum of **5 hours** of the total required in this category may be claimed for teaching students enrolled in the Chiropractic program at the Michener Institute, and/or working on College Committees and/or working as a College assessor or monitor. Registrants can obtain their Category A credits from participation in electronically delivered programs, such as webinars and podcasts, if there is either an evaluative component or some other satisfactory evidence of the completion of the program.

Recognized providers in Category A include: accredited universities and hospitals, The Michener Institute, The American Podiatric Medical Association's approved providers, The Ontario Society of Chiropractors, The Ontario Podiatric Medical Association, The Canadian

Federation of Podiatric Medicine and The Ontario Hospital Association. Any other providers will be approved by the Committee on a case-by-case basis following an evaluation of the information provided by the Registrant in support of the educational activity.

### Category B – Other Educational Activities

Category B includes lectures, workshops, supplier/provider programs and self-directed independent learning activities such as journal reviews, recorded materials, mentorships, presentations, on-line courses and professional readings. Members may claim a maximum of **fifteen (15)** credit hours in this category per cycle.

### Continuing Education Audit

Each year 10% of Registrants (in the General Member category) are randomly selected for evaluation of his/her Continuing Education requirements.

Each selected Registrant will be contacted directly by College staff and be required to provide a completed Continuing Education Log. The CE Log must be submitted along with supporting documentation (ie. Completion certificates, itineraries, receipts, etc.).

Each selected Registrant's Log and SAT will be reviewed by the Quality Assurance Committee. Registrants either meet the CE requirements or are provided with direction from the QAC to meet their regulatory requirements.

The Continuing Education and Self-Assessment requirements are contained in [Regulation 203/94](#).

### Non-Compliance

- The deadline for submission of the CE Log will align with the College's annual renewal. All selected Registrants will be required to upload their CE Log and supporting documentation no later than February 14<sup>th</sup>.
- Failure to comply with this deadline will result in a fine of \$250.00, to be paid by the Registrant before they are able to renew the following year. [*\*this will require a bylaw amendment prior to January 1, 2024*]



- Failure to comply with the CE Audit or the QAC's direction may result in a referral to the ICRC for allegations of professional misconduct (failure to comply with the QA Program)

A Registrant who fails to comply or meet the requirements of the continuing education requirements will be subject to the action identified in section 29 (1), (2) and (3) of the Regulation as follows:

- Section 29(1) - A member shall maintain a record of his or her self-assessments and continuing education activities and submit them to the College upon request.
- Section 29(2) - If a member fails to submit the records referred to in subsection (1) when requested to do so, the Registrar shall refer the matter to the Committee and notify the member in writing that this has been done and that the member may make written submissions to the Committee within 30 days after receiving the notice.
- Section 29(3) - After considering the member's written submissions, if any, the Committee may,
  - (a) grant the member an extension for a specified period of time during which the member shall submit their records;
  - (b) require the member to undergo a practice assessment by an assessor in accordance with section 30.

#### *Request for Deferral*

A request for a deferral from a Continuing Education Audit may be granted for, but is not limited to, the following reasons:

- Currently not practicing;
- Illness (of the Registrant or an immediate family member where the Registrant is the primary caregiver);
- Bereavement; and/or
- Personal crisis or other extenuating circumstances.

A request for a Continuing Education Audit deferral must be in writing (email is acceptable) and delivered to College staff within 15 days of notice of selection.

The Quality Assurance Committee authorizes the Registrar, and/or the Registrar's delegate, to evaluate each request for deferral on a case-by-case basis and advise the Registrant of the decision, in writing, within 15 days of receipt of the deferral request.

The Registrar, or the Registrar's delegate, shall notify the Quality Assurance Committee of the deferral, reasons, and decision at the Committee's next meeting.

#### Revision Control

Previous Policy Date	Description of Revision	Effective Date
N/A	New Policy	January 1, 2024

**ITEM 4.3.4 – Appendix D**

<b>TYPE</b>	<b>Quality Assurance</b>
<b>NAME</b>	<b>Practice Assessment Policy</b>
<b>DATE OF COUNCIL APPROVAL</b>	<b>June 24, 2022</b>
<b>EFFECTIVE DATE</b>	<b>June 24, 2022</b>

**BACKGROUND**

The *Regulated Health Professions Act, 1991*, mandates that each chiropractor/podiatrist registered (the “Registrant”) with the College of Chiropractors of Ontario (the “College”) participate in a Quality Assurance Program that includes a practice assessment component. The practice assessment (the “PA”) is a process in which a trained practice assessor visits a Registrant’s primary place of practice to review the clinical practice and conduct a chart review.

**INTENT**

This policy outlines the requirements of the practice assessment component of the Quality Assurance Program.

**GOALS AND OBJECTIVES OF THE PRACTICE ASSESSMENT PROGRAM**

The goals of the practice assessment are to:

- a) ensure public safety through timely and consistent evaluation of the College’s Registrants;
- b) provide a positive learning experience; and
- c) determine if a Registrant is providing safe, competent care that is current with the College’s practice standards.

The objectives of the practice assessment are:

- a) support the performance of Chiropractors/Podiatrists registered to practice the profession in Ontario;
- b) provide an educational opportunity to assess knowledge, skills, judgement & competence;
- c) provide a remedial program to Registrants who are need assistance to bring their practice in line with the College’s standards; and

- d) protect the public by ensuring that practice issues are identified and remediated in a timely manner.

## POLICIES

### Conflicts of Interest

A Registrant selected for a PA should not have a conflict of interest with an assigned assessor. A conflict of interest exists when a reasonable person would believe that the assessor may not be impartial.

Following the random selection process, each practice assessor will be provided with a list of the names of the selected Registrants and asked to declare any conflicts of interest. College staff will then assign an assessor to a Registrant and advise the Registrant, who then has 7 days to inform College staff if they deem there to be a conflict with the assigned assessor. Where a Registrant has identified a conflict of interest and where the College agrees that a conflict of interest exists or may be perceived to exist, a new assessor will be assigned.

### Confidentiality

All Registrant information collected by the Quality Assurance Program will be separated from other departments of the College.

Information collected through the practice assessment process will not be shared with the Inquiry, Complaints & Reports Committee (the “ICRC”) unless the Quality Assurance Committee (the “QA Committee”) has determined that a Registrant has committed an act of professional misconduct. Where the QA Committee has made such a finding, only the information needed for the ICRC to commence an investigation will be provided.

All practice assessors who work for the College will sign a confidentiality agreement prior to conducting a practice assessment.

### Practice Assessors

The QA Committee will engage the participation of professional members across the province to function as practice assessors. The practice assessor roster must include at least one

podiatrist. Practice assessors are professional members who attend at the clinical practice of a selected member to review that member's practice, provide guidance and report to the QA Committee any practice deficiencies that require remediation.

A Registrant must have a minimum of 5-years' experience before becoming eligible to be a practice assessor. Registrants with a disciplinary history are precluded from acting as a practice assessor.

Each practice assessor must undergo a training session prior to carrying out their first assessment. All assessors are encouraged to participate in refresher training annually but must attend a refresher course every 2 years.

Practice assessor training will be developed and provided by the College's practice advisor in collaboration with College staff.

Each assessor is required to sign a confidentiality agreement and declare any conflict of interest with a Registrant(s) selected for a practice assessment.

#### Practice Assessment Administration

Each year five percent (5%) of the College's Registrants will be randomly selected to participate in a PA. The PA is an educational opportunity designed to assess the knowledge, skills, competence, and judgment of the selected Registrant, to help identify areas of strength and opportunities for improved practice.

A random selection of Chiropodists/Podiatrists in the General Registrant class will be made annually before March 31. The selected Registrants will be notified *via* email of their selection and the identity of their assigned assessor.

The random selection will not include Registrants who have been practicing for less than three (3) years.

The selected Registrant must inform College staff within 7 days of notice of selection if there is a conflict of interest with the assigned assessor. If a conflict is identified, and the College agrees that a conflict of interest exists or is perceived to exist, the Registrant will be assigned a new assessor.

Each Registrant and their assigned assessor will arrange a mutually agreeable date and time for the PA. The PA will take place in person at the Registrant's primary practice location.

The PA must be completed before December 1 of the applicable calendar year.

The PA process will be transparent to all participating Registrants and related documents will be available on the College website, including:

- a) Sample practice assessment report;
- b) Relevant standards and guidelines;
- c) Pre-assessment questionnaire;
- d) Practice Assessment Policy; and
- e) Post Assessment evaluation form.

The practice assessor will provide verbal feedback to the Registrant at the end of the assessment and provide a written report (the "PA Report") to the QA Committee following the PA.

The College shall provide a copy of the PA Report to the Registrant and allow 14 days for the Registrant to respond before the PA Report is reviewed by the QA Committee.

The QA Committee will review the PA Report and make a decision in compliance with its authority set out in Schedule 2 – Health Professions Procedural Code, of the *Regulated Health Professions Act, 1991*, S.O. 1991, c. 18 and Regulation 203/94 of the *Chiropody Act, 1991*, S.O. 1991, c. 20. The QA Committee may refer to the Decision-Making Flowchart attached as Appendix "A" when reviewing a PA Report.

Once a Chiropodist/Podiatrist has completed a PA, they are not eligible for selection for a period of five (5) years.

#### Non-Compliance

Failure to comply with the PA and/or the QA Committee's direction may result in a referral to the ICRC for allegations of professional misconduct.

#### Request for Deferral

A request for a deferral from a Practice Assessment may be granted for, but is not limited to, the following reasons:

- Currently not practicing;
- Illness (of the Registrant or an immediate family member where the Registrant is the primary caregiver);
- Bereavement; and/or
- Personal crisis or other extenuating circumstances.

A request for a PA deferral must be in writing (email is acceptable) and delivered to College staff within 15 days of notice of selection.

The QA Committee authorizes the Registrar, and/or the Registrar's delegate, to evaluate each request for deferral on a case-by-case basis and advise the Registrant of the decision, in writing, within 15 days of receipt of the deferral request.

The Registrar, or the Registrar's delegate, shall notify the QA Committee of the deferral, reasons, and decision at the QA Committee's next meeting.

#### Revision Control

Previous Policy Date	Description of Revision	Effective Date
June 2019	Change to practice assessment cycle, practice assessor eligibility, process, and deferral requests	

**ITEM 4.4****Briefing Note for Council Re: Approval for the College to Join the Healthcare of Ontario Pension Plan (HOOPP) As an Employer Member****Background:**

The College is a small employer requiring specialized staffing to manage the important work of the College in protecting the public. The current market is one that favours employees and the pool of qualified employees to work within RHPA Colleges is very limited. The College is further challenged in finding qualified employees who are content to work with less resourcing than other, larger RHPA Colleges. As a recruitment and retention strategy, a number of RHPA Colleges have opted to join HOOPP so that their employees enjoy the benefits of a pension plan. This makes the College more attractive as an employer, both in attracting new, qualified employees and in retaining current employees. This, in turn, creates more stable staffing and helps to support the development of current employees with long-term planning for College activities.

Currently the College makes annual RRSP contributions to employees as a percentage of individual employee's salary, at an annual cost of approximately \$34,264.70.

HOOPP requires contributions on a percentage basis of individual employee's salary of both the employee and the employer. More detailed information about HOOPP can be found here: <https://hoopp.com/investments>

The cost to the College to join HOOPP is greater than the current cost to the College in RRSP contributions. Based on current salaries, the cost to the College to join HOOPP as an employer member would be: \$57,771.

The difference between the annual current cost to the College with RRSP contributions and the annual cost to the College in joining HOOPP as an employer member is: \$23,506.

This increased annual costs to the College in joining HOOPP is justified on the basis of risk and unplanned cost to the College in not maintaining a competitive edge in recruiting and retaining qualified staff. The risks to the College are such that it would be unable to meet its mandate to protect the public in one or more areas in which it is required to do so by the RHPA and the *Chiropody Act*. Additionally, the costs involved in unexpectedly replacing staff, as noted below, amount to thousands of dollars that could readily exceed the additional expenditure of \$24,000 annually.

The Executive Committee received legal advice about any risk to the College posed by joining HOOPP and they received a presentation directly from HOOPP, wherein the plan was explained, and any questions the Executive Committee members had were answered. The Executive Committee learned that there is very minimal risk to any employer in a public pension such as HOOPP and that it is a safe pension to join. On that basis, the Executive Committee voted to recommend that Council vote in support of joining HOOPP.



**Public Interest Rationale:**

The College's mandate to protect the public can only be met by hiring and retaining a team of properly qualified staff. The risk to the College in having a critical role vacant for any period of time is significant, and reasonable steps should be taken to avoid that possibility. Further, the internal human resources needed to hire new staff (reviewing resumes, interviewing candidates, onboarding a new employee) is taxing on a small staff and, alternatively, is expensive to outsource at \$7,000 - \$10,000 to a Recruitment firm to hire for an administrative position. The cost charged by a Recruiter for more senior positions is significantly higher. Taking steps to ensure the College is competitive as an employer is prudent to ensure it has the human resources to meet its legal obligations.

**Recommended Motion:**

As a result, the Executive Committee recommends:

"That Council approve the College's enrollment with HOOPP as an employer, such that College staff will be employee members of HOOPP going forward".