

Third-Party Assessment of Council

The following third-party assessment of Council is premised on principles of good governance within the legislative landscape of the *Regulated Healthcare Professions Act (RHPA)*. This assessment has been completed with a view to satisfying the requirement for such assessment to be completed every 3 years, pursuant to the Ministry of Health of Ontario's reporting tool, the College Performance Measurement Framework (CPMF).

Principles of Good Governance:

- Council members have received member orientation/training in advance of attending their first Council meeting
- Council members understand a Conflict of Interest (COI) in the context of the RHPA and the Council's business and attest to having no COI or must declare a COI in advance of every Council meeting
- The public interest is considered in every decision of Council
- Transparency is optimized in all Council decision-making
- In-camera matters are considered by Council only when confidentiality for legal purposes or privacy issues requires such
- Right-touch Regulation is applied to Council decision-making with matters posing the greatest risk to public protection, warranting the greatest regulatory resources

Assessor Name: Nanci Harris
Date of Assessment: May 21, 2026
Name of Regulator: The College of Chiropractors of Ontario
Type of Meeting Assessed: Council Meeting

Part I: Council Member Orientation, Competency and Ongoing Council Member Training

Elected Council Members who are Members of the Profession must complete a competency assessment prior to running for election to Council.	• Yes No In part Comments: An assessment is completed then reviewed to confirm eligibility. It is presumed candidates possess the capacity to self-reflect and will commit to engage in on-going education. The size of the College precludes rendering candidates ineligible to run – effort is expended to fill any knowledge gaps or lack of skills with additional training and ongoing support.
Council Members are provided with orientation prior to their first Council Meeting.	• Yes No In part Comments: Orientation is provided by the Registrar and relevant staff and concludes with a post-orientation survey that provides an informal evaluation to inform additional content to be added.
Council Members receive ongoing training that includes principles of good governance throughout their term.	• Yes No In part Comments: This training is completed by Registrar and staff. Members complete a governance orientation that involves Q&A to ensure comprehensive understanding of content. Training specific to ICRC, Discipline, Registration and orientation to Council is also provided. A Governance Manual was developed in 2024 which is shared with new Council and Committee members. It contains information related to terms of service, resources, forms and information about Council and Committees. It will be regularly reviewed and updated as necessary. Both regular and informal monitoring of council member conduct/actions occur as part of a commitment to quality improvement and to identify opportunities for additional education and support.
Council Meeting Agenda includes education item(s) for Council Members	• Yes No In part Comments: Council members receive education on a variety of topics throughout the year including content on governance. The range of content is comprehensive and applicable to the role of a regulatory body council member.

	E.g. Presentation by the Fairness Commissioner at this meeting (and for which the College was recognized for its notable achievements) – Appendix at end of report Council members are invited and encouraged to identify desired areas of learning and topics of interest.
Council Members are surveyed following the completion of the Council Meeting for feedback and suggestions to improve future Council meetings.	• Yes No In part Comments: Typically, there is 100% completion and feedback that recurs or is provided by multiple members is addressed in a timely manner.
Assessor's Overall Comments about Member Orientation, Competency and Ongoing Training: Since the initial CPMF governance audit there is clear evidence of the strength of the governance processes which are in place. The commitment to ongoing learning is relevant and timely as it pertains to the health regulatory environment is evident in the quality of the presentations provided. This includes the development of the Governance Manual as well as learning resources offered, incorporation of surveys and feedback solicited all with a consistent focus on protecting the public.	On a scale of 1 (unsatisfactory) to 5 (excellent), rate the Member Orientation, Competency and Ongoing Training: 1 (unsatisfactory) 2 (needs improvement) 3 (satisfactory) 4 (good) 5 (excellent)

Part II: Council Meeting Materials

Council Meeting Materials are provided to Council Members in a timely manner.	• Yes No In part Comments: Clear direction on the website with respect to information about Council meetings as well as an indication of when materials are to be available prior to each meeting.
Council Meeting Materials include: an agenda indicating decision items with briefing notes and supporting material to aide Council Members in decision-making	• Yes No In part Comments: The public is advised and materials are posted on the website between one and two weeks prior to the next meeting. Requests for accommodation if received are addressed on a case-by-case basis with a contact email provided to that effect.
All items for decision include briefing notes clearly setting	• Yes No

out the public interest in decision-making	In part Comments: Briefing notes continue to be concise, well written and are framed within the context of the level of risk to the public. This consistent approach provides continuity which enables newer members to quickly gain familiarity with an understanding of right touch regulation.
Notice of the Council Meeting is on the Regulator's website in advance of the Council meeting.	• Yes No In part Comments: As noted above, this information is available on the website and materials are provided within a reasonable period.
Notice of the Council Meeting includes instructions for attending the meeting (either in person or virtually).	• Yes No In part Comments: The public is advised the meetings are public and should they wish to attend provided an email to contact to make those arrangements. Council members are expected to attend in person.
Minutes of previous Council Meetings that have been approved by Council are posted on the Regulator's website.	• Yes No In part Comments: There is a significant history of materials available for the last 8 years as well as the minutes for the current year. Notice of meetings are prominently displayed, location address and contact info for the public wishing to attend. The 2023 CPFM report is also available.
Council Meeting Materials posted on the Regulator's website include all materials provided to Council members excluding in-camera materials.	• Yes No In part Comments: All materials excluding in-camera are available. There is an internal document and record retention policy to review, replace or update materials as needed as per the designated timeline.
Council Meeting materials include a declaration of a COI for Council Members to complete and sign in advance of the meeting.	• Yes No In part Comments: The COCOO not only provides for a declaration of COI but, also, provides the Code of Conduct for Members of Council and Committees. They demonstrate additional transparency by providing a worksheet with examples to assist someone in determining if a COI exists as well as clear information on the process for considering and declaring COI.
Council Meeting materials are available in both English and French upon request.	Yes • No In part

	Comments: It was recommended in 2023 to provide information on the website on how to request/access materials in French. Since the last report there have been no requests for materials in French. With the availability of Google translate it is possible to access materials in French. This frees the College from needing to expend resources for a “just in case” scenario. In future the College is undergoing a major revamping of the website which includes consideration of the best way to provide information which is accessible and readable for the public and this may impact the ability to provide French documents if needed. Recently the Ministry of Health announced funding for Colleges for French translation of documents if needed thus ensuring compliance with the CPMF requirements and not incurring financial hardship.
Assessor’s Overall Comments About Council Meeting Materials: The quality and breadth of materials available for Council members and the public to address issues of public safety are to be commended. Materials are well organized, consistent in presentation and written in plain language. The commitment to framing content within the regulatory risk framework ensures the focus of protecting the public remains the priority.	On a scale of 1 (unsatisfactory) to 5 (excellent), rate the Council Meeting Materials: 1 (unsatisfactory) 2 (needs improvement) 3 (satisfactory) 4 (good) 5 (excellent)

Part III: Council Meeting

(A) The Council Meeting Chair:

The Chair conducts the Council Meeting in an orderly fashion.	Yes No In part Comments: Chair opened meeting and at all times was very welcoming, respectful and followed process. He worked very well and in tandem with the Registrar in moving the agenda along in a timely manner.
---	--

The Chair seeks a mover and seconder for every motion prior to tabling the motion for discussion.	• Yes No In part Comments:
The Chair appropriately addresses any declared COIs.	• Yes No In part Comments: Only one instance - the Registrar assisted in providing input to resolve whether it constituted a COI (it did not)
The Chair invites appropriate discussion on all matters.	• Yes No In part Comments: For each issue there was an invitation to speak via discussion. Chair respectfully acknowledged input and provided clear explanations and context for items when appropriate. When it came to be time, he invoked the motion to move in camera citing the relevant part of the regulation. He took the time to express gratitude and thanks to Council members and staff as well as acknowledging a longstanding member who had made significant contributions in their role.
The Chair is inclusive to ensure all Council Members wishing to speak to a matter are afforded an opportunity to do so.	• Yes No In part Comments: All comments were respectfully acknowledged and responses provided by the Chair and the Registrar thorough and clearly communicated.
The Chair ensures consensus is achieved on decision-items or takes a vote for each item.	• Yes No In part Comments: There were no instances where consensus was not achieved on first vote. The Chair always asked if there were any abstentions and allowed sufficient time for Council members to discuss an issue.
The Chair conducts the meeting in a manner that is respectful and professional.	• Yes No In part Comments: At all times the Chair was respectful, invited discussion, provided clear explanations including the Right Touch Regulation context and followed procedure with respect to item approvals.

The Chair addresses quorum if there is an issue.	Yes No In part Comments: N/A This situation did not occur
The Chair cites the relevant section of the RHPA when seeking a motion to move in-camera, identifying the need to move the Council meeting from a public forum.	Yes No In part Comments: The Chair cited the relevant section of the RHPA to move in-camera. Additionally, the relevant legislation is included in the Council materials.
The Chair appropriately addresses any Council Members attending virtually who do not have their camera on.	Yes No In part Comments: N/A Only attendees attending virtually were not Council members. Those attending virtually were introduced.
Assessor's Overall Comments About the Chair: The Chair provided courteous and thoughtful facilitation ensuring the meeting was run respectfully with sufficient time for discussion and thorough review of the issues on the agenda. The meeting opened with a land acknowledgement and guests were recognized. There is clear evidence of a mutually respectful and collaborative relationship with the Registrar. Meeting items (with the incorporation of the consent agenda format) ensured the meeting ran on time and, at times, ahead of schedule. The Chair demonstrated comprehensive knowledge of the items discussed which supported effective decision making. He appropriately referred or deferred to the Registrar when additional information or explanation was required.	On a scale of 1 (unsatisfactory) to 5 (excellent), rate the Chair: 1 (unsatisfactory) 2 (needs improvement) 3 (satisfactory) 4 (good) 5 (excellent)

(B) Council Members (COCOO uses the language of Councilors)

Council Members are respectful, raise their hand	Yes No
--	--

when they wish to speak to a matter and wait until the Chair invites them to speak before speaking.	In part Comments: Active engaged discussion on items, people did not speak over each other and were respectful of other's contributions. The Chair and the Registrar respectfully recognized contributions to the discussions. Not all Council members contributed to discuss but appeared actively engaged (no evidence of being on devices or appearing distracted).
Council Members are well prepared for the meeting and are familiar with the Council Meeting agenda/materials.	• Yes No In part Comments: For those who spoke it was clear they understood the agenda and materials.
Council Members focus discussion on public protection in all decision-making items.	Yes No • In part Comments: Yes; there was some discussion where it was more appropriate to focus on registrants but during those discussions the Registrar and Chair ensured the context of public protection was provided. Otherwise, the focus was public protection.
Council Members who focus concerns on stakeholder interests above that of the public interest are appropriately addressed by the Chair and/or other Council Members.	Yes No In part Comments: N/A This did not occur
Counsel Members attending virtually have their cameras on.	Yes No In part Comments: N/A All councilors attended in person.
Council Members are respectful of the agenda schedule and are on time and in attendance when the Council Meeting resumes after breaks.	• Yes No In part Comments: Pace of meeting was brisk but allowed time for robust discussion.
Council Members appear familiar with the RHPA and applicable legislation.	Yes No In part Comments: Not able to assess, however, a variety of discussions and a presentation by the Fairness Commissioner which took place included reference to the RHPA, specific statutes and the distinction between regulatory standards and provincial legislation. As well the framing of the briefing notes provides the rationale for level of risk to the public.

Council Members appear to understand the concept of Right Touch Regulation and its application to Agenda items.	• Yes No In part Comments: As noted, this context is included in all briefing notes, both the Chair and the Registrar ensure this is framed in discussion.
	There was an excellent and thorough presentation provided by Irwin Glasberg, Fairness Commissioner, which addressed the regulatory requirements for the registration process, which was well received. As noted, the College was recognized for its achievements (slide included in Appendix)
Assessor's Overall Comments about Council Members: Council members who participated in discussion did so respectfully. All Council members appeared actively engaged in the meeting. It is clear they are well supported in their role as a Council Member with respect to the ongoing training and support they are provided by the Registrar, Chair and staff in the materials and in-service education which is consistently offered. Members have the opportunity to provide input into future agendas.	On a scale of 1 (unsatisfactory) to 5 (excellent), rate the Council Members: 1 (unsatisfactory) 2 (needs improvement) 3 (satisfactory) 4 (good) 5 (excellent)

Assessor's Comments:

3 key items for suggested improvement:

- 1. Demonstrate what measures are in place to encourage greater participation by quieter Councilors.**
- 2. Ensure any significant changes to website access following revamp are clearly communicated to the public.**
- 3. Consider limiting years of Council materials available on website to most recent five years.**

3 highlights that represent best practice:

1. **Provision of high-quality education as part of Council agenda including external presentations on content relevant to their role and obligations as Councilors.**
2. **Quality of materials provided for Council functioning – Briefing Notes have Right Touch Regulation rationale provided, are clearly written and informative as well as creation of Governance Manual.**
3. **Continued use of consent agenda format to maximize efficiency of time spent during Council meetings. Materials provided are sufficient to ensure a clear understanding of each item designated for this portion of the agenda.**

General Comments:

- **The manner in which the meeting was conducted – efficient, informative, respectful and educational**
- **Quality and breadth of KPI Dashboard**
- **Breadth of education provided both within decision discussions and formal presentations that are responsive to current needs for registrants**
- **Responsiveness to current issues impacting chiropody**
- **Commitment to expansion of learning modules**
- **Significant evidence of interprofessional collaboration with other health regulatory colleges**
- **Evidence of active engagement in promotion of best practices for delivery of chiropody**
- **Demonstrated collegial and respectful relationship between the Presidency and Registrar/CEO sets the tone for a professional and effective meeting**

APPENDIX

**** Of note is the feedback provided about the COCOO as part of the Fairness Commissioner's most recent review**

Your College's Notable Achievements

- ▶ The college has pursued proactive policies to better understand the demographics of its membership.
- ▶ For example, during the 2024 annual renewal period, 79% of members participated in an anonymous, optional Equity, Diversity and Inclusion (EDI) survey.
- ▶ The college had also adopted leading governance practices for its council and committees, including a skills-based competency framework for professional member recruitment, onboarding of members and embracing continuing professional development.
- ▶ It has also adjusted its registration policies to address situations where applicants have failed their examinations, identified ways to better accommodate the needs of applicants and generally modernized its assessment practices.
- ▶ The college also exercises robust oversight of its third-party service provider through applying modern accountability measures and communication frameworks.
- ▶ The college continues to engage with community and health system partners to facilitate the delivery of safe foot care to Ontarians and to find ways to serve historically underserved communities.

7