



COLLEGE OF CHIROPODISTS OF ONTARIO

Regulating Chiropodists and Podiatrists in Ontario

COUNCIL MEETING

May 31, 2024

180 Dundas Street West, Toronto
19th Floor Conference Room
9:00 a.m. – 5:00 p.m.



Council Meeting Agenda

Date: Friday, May 31, 2024 | Time: 9:00 a.m. – 5:00 p.m.

Location: 180 Dundas Street West, Toronto – 19th Floor Conference Room

8:30am – 9:00am	Breakfast	
	A hot breakfast will be served in the Conference Room	

9:00am – 9:15am	1.0	Call to Order – Peter Stavropoulos, President	Page Number(s)
	1.1	<p>Call to Order</p> <p>Appointment of Secretary</p> <p>Land Acknowledgement: “The members and staff of the College of Chiropractors of Ontario respectfully acknowledge that we are situated on the traditional territories of the fourteen First Nation peoples of Ontario – the Anishinaabe (A-ni-shi-naa-be), the Haudenosaunee-Onk we hone (How-den-o-sew-knee-Onk-we hone), the Mush ke gowuk Cree (Mush-go-wuk-Cree), the Mohawk, the Tus ca rora (tus-ca-rora), the Seneca, the Cayuga, the Oneida, the Delaware, the Mississauga, the Chippewa, the Pot ta wa tami, the Algonquin and the Odawa peoples. We also acknowledge the presence of the Métis and Inuit as well as Indigenous peoples and First Nations peoples living off reserve and in urban areas.”</p> <p>Approval of Professional Member Prep Time</p> <p>Motion: <i>That Council approve the preparation time for professional members on Council.</i></p>	N/A
	1.2	<p>Approval of Agenda</p> <p>Motion: <i>That Council approve the agenda for the May 31, 2024 Council meeting.</i></p>	N/A
	1.3	Declaration of Conflict of Interest**	1 – 8
	1.4	<p>Approval of Minutes of the January 26, 2024 Council Meeting **</p> <p>Motion: <i>That Council approve the minutes of the January 26, 2024 Council meeting.</i></p>	9 – 15
	1.5	Welcome Guests and Observers	N/A

9:15am – 9:20am	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. 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"> 1. Is this item self-explanatory and uncontroversial? Or does it contain an issue that warrants board discussion? 2. Is this item for information only? Or is it needed for another meeting agenda issue? <p>Motion: <i>That Council approve consent agenda items 2.1, 2.2. and 2.3.</i></p>	N/A
	2.1	Survey Results from the January 26, 2024 Council Meeting**	16-19
	2.2	Practice Advisor Report**	20
	2.3	Committee Reports	
	2.3.1	Discipline Committee Report**	21-24
	2.3.2	ICRC Report**	25-30
	2.3.3	QAC Report**	31-32
	2.3.4	Registration Exam Committee Report**	33
	2.3.5	Standards and Guidelines Committee Report**	34
	2.3.6	Registration Committee Report**	35
	2.3.7	Patient Relations Committee Report**	36
	2.3.8	Fitness to Practice Committee Report**	37
	2.3.9	Technical Committee Report**	38
	2.3.10	Standing Drug Committee Report**	39
	2.3.11	Elections Committee Report**	40
	2.3.12	Strategic Planning Committee Report**	41
	2.3.13	Registrar’s Performance and Compensation Committee Report**	42

9:20am – 10:15am	4.0	Council Education Item #1 – Presentation by Amy Block and Debra McKenna	Page Number(s)
		Overview of the Casella Decision	N/A

10:15am – 10:30pm	3.0	Decision Items	Page Number(s)
	3.10	Revision to Suspension Guideline ** Motion: <i>That Council approve the proposed changes to the Suspension Guideline.</i>	43-53

10:30am – 10:45pm		Break	
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10:45am – 12:00pm	3.0	Decision Items	Page Number(s)
	3.11	Amendments to By-law 1: General and By-law 2: Fees to require that outstanding payments owed to the College be added to the annual renewal fee. ** Motion: <i>That Council approve, in principle, the amendments to By-law 1 and By-law 2, and that Council direct that the proposed amendments be circulated to registrants and other stakeholders for comment for 60 days before the matter is returned to Council.</i>	54-135
	3.12	Consultation Feedback – By-law 1 (General): Adding Registrant numbers to the Public Register. ** Motion: <i>That Council approve the proposed change to By-law 1 (General), i.e. registration numbers be added to the Public Register.</i>	136-146

12:00pm – 1:00pm		Lunch Break	
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1:00pm – 2:00pm	3.0	Decision Items	Page Number(s)
	3.13	Revision to By-Law 4: Code of Conduct of Councillors and Committee Members. ** Motion: <i>That Council approve the proposed revisions to By-law 4: Code of Conduct of Councillors and Committee Members.</i>	147-159
	3.14	Revision to the Code of Conduct for Members of Council and Its Committees. ** Motion: <i>That Council approve the proposed revisions to the Code of Conduct for Members of Council and its Committees.</i>	160-163

	3.15	Continuing Education credits (hours) for newly developed modules (Governability and Clinical Supervision) and the role of Clinical Supervisors. ** Motion: <i>That Council approve the Quality Assurance Committee's recommendations for Continuing Education credits for a module on the Governability of Registrants</i> Motion: <i>That Council approve the Quality Assurance Committee's recommendations for Continuing Education credits for a module on Clinical Supervision</i> Motion: <i>That Council approve the Quality Assurance Committee's recommendations for Continuing Education credits for Registrants taking on students as Clinical Supervisors</i>	164-165
	3.16	Approval of the 2023 Audited Financial Statements **	166-191
	3.17	Approval of Hilborn as the Auditors for the College for the 2024 Audit	

2:00pm – 3:00pm	5.0	Council Education Item #2 – Presentation by Nicole Zwiers	Page Number(s)
		Challenges and Opportunities in the Professional Regulation of Chiropractors and Podiatrists	N/A

3:00pm – 4:00pm	6.0	Discussion Items	Page Number(s)
	6.1	Registrar's Report** – Nicole Zwiers	192-195
	6.2	President's Report (verbal) – Peter Stavropoulos	N/A
	6.3	Key Performance Indicators (KPIs) Update & Dashboard**	196

4:00pm – 4:15pm		Break	
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4:15pm – 5:00pm	7.0	In-Camera	Page Number(s)
	7.1	Motion to move in camera	N/A

		Motion: <i>That Council move in camera pursuant to section 7(2)(b) of the Health Professions Procedural Code on the basis that financial or personal or other matters may be disclosed of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public.</i>	
	7.2	Approval of in camera Minutes of the January 26, 2024 Council Meeting** Motion: <i>That Council approve the in-camera minutes of the January 26, 2024 Council meeting.</i>	
	7.3	In-Camera Discussion Items	
	7.3.1	Lease Update	
	7.3.2	Legal Update	
	7.3.3	HR Update	
	7.3.4	Stakeholder Update**	
	7.4	In-Camera Decision Items	
	7.4.1	District Divisions	

5:00pm – 5:15pm	8.0	Next Meeting	Page Number(s) N/A
	8.1	Council Meeting Dates for 2024: <ul style="list-style-type: none"> September 27, 2024 	
	8.2	Council Survey Reminder	
	8.3	Proposed Agenda Items for Next Council Meeting	

5:15pm	9.0	Adjournment	Page Number(s) N/A
		Motion: <i>That Council adjourn the meeting.</i>	



Conflict of Interest Disclosure Form

Meeting Date: , 2022

Council/Committee:

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 Chiroprody 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

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.

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.



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.



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

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.¹

¹ 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, January 26, 2024, at 9:00 a.m. 180 Dundas St. W., 19th Floor Conference Room

Council Members in Attendance:

1. Matthew Andrade
2. Melanie Atkinson
3. Chad Bezaire
4. Ed Chung
5. Jim Daley, Public Appointee
6. Allan Katz, Public Appointee
7. Andrew Klayman
8. Deborah Loundes, Selected Member
9. Murtuza Najmudin
10. Reshad Nazeer, Public Appointee
11. Jannel Somerville
12. Peter Stavropoulos (Chair)

Regrets:

1. Ramesh Bhandari, Public Appointee
2. Donna Shewfelt
3. Andrew Simmons, Public Appointee

Staff in Attendance:

1. Nicole Zwiers – Registrar and CEO
2. Meghan Clarke – Deputy Registrar and Manager, Professional Conduct and Hearings
3. Michael Aubé – Manager, Registration, Examinations and Quality Programs
4. Shruti Tantry – Manager, Communications and Engagement (Recorder)

General Legal Counsel:

1. Erica Richler

Guests:

1. Ian Colin McQuistan, Ontario Society of Chiropodists
2. Jennifer Sinclair, Canadian Federation of Podiatric Medicine
3. Iang Mawi Zai Tu, Ministry of Health – via Zoom

1. Call to Order

1.1 Call to Order, Appointment of Secretary, Land Acknowledgement, Approval of Professional Member Prep Time

P. Stavropoulos called the meeting to order at 9:01 a.m., noting that notice of the meeting was given, and the meeting was properly constituted with a quorum present, and welcomed Council members and guests.

S. Tantry was appointed as Secretary.

E. Chung delivered a land acknowledgement.

E. Chung proposed 2.5 hours of preparation time for professional members.

It was moved by A. Klayman and seconded by M. Najmudin to approve 2.5 hours of preparation for professional members. Motion CARRIED.

1.2 Approval of Agenda

It was moved by M. Atkinson and seconded by A. Katz to approve the agenda. Motion CARRIED.

1.3 Declaration of Conflict of Interest

No conflict of interest was declared.

1.4 Approval of Minutes of September 22, 2023 Council Meeting

It was moved by J. Daley and seconded by E. Chung to approve the minutes of the September 22, 2023 Council meeting. Motion CARRIED.

1.5 Welcome Guests

N. Zwiers welcomed Council, staff and guests and observers to the session.

2. Consent Agenda Items

It was moved by C. Bezaire and seconded by M. Najmudin to approve consent agenda items 2.1, 2.2. and 2.3. Motion CARRIED.

3. Decision Items

3.1 2024 Budget

It was moved by J. Daley and seconded by M. Atkinson that Council approve the 2024 Budget.

M. Najmudin asked about legal fees and why the amount budgeted for 2024 was the same as 2023. N. Zwiers explained that the College looked at the last three years in estimating the budgeted amount. She also noted that the recovery of legal fees offsets the legal fees. N. Zwiers noted that legal fees are

difficult to predict because the number of complaints varies from year to year, as does the complexity of the matters.

3.2 Registration Examination Failures Policy

It was moved by M. Najmudin and seconded by J. Somerville that Council approve the Registration Examination Failures Policy. MOTION CARRIED.

3.3 Registration Examinations Accommodation Policy

It was moved by M. Andrade and seconded by M. Atkinson that Council approve the Registration Examinations Accommodation Policy. Motion CARRIED.

N. Zwiers noted that the College is required to accommodate registration examinations by law and also has an obligation to maintain academic rigor.

3.4 Amendments to and merging of the Registration Examination General Requirements Policy and Registration Examination Appeals Policy

It was moved by E. Chung and seconded by M. Najmudin that Council approve the amendments and merging of the Registration Examination General Requirements Policy and Registration Examination Appeals Policy. Motion CARRIED.

3.5 Returning to Practice Policy

It was moved by C. Bezaire and seconded by A. Katz that Council approve the Return to Practice Policy. Motion CARRIED.

3.6 Continuing Education & Self-Assessment Policy on inclusion of EDI requirements

It was moved by A. Klayman and seconded by A. Katz that Council approve the amendments to the Continuing Education Policy to include the EDI requirements.

3.7 Amendment to By-law 2 (Fees)

It was moved by E. Chung and seconded by J. Daley that Council approve the amendments to By-law 2 to levy a penalty against registrants who fail to complete their Continuing Education logs in a timely fashion. Motion CARRIED.

3.8 Self-Assessment Tool

It was moved by A. Klayman and seconded by C. Bezaire that Council approve the revised Self-Assessment Tool. Motion CARRIED.

3.9 Amendments to By-law 2 (Fees) to increase the fee for equivalency assessments of non-approved programs

It was moved by A. Katz and seconded by J. Somerville that Council approve the amendments to By-law 2 to increase the fee for equivalency assessments of non-approved programs. Motion CARRIED.

A. Klayman asked about applicants from non-approved programs. N. Zwiers explained that even if institutions were approved in the past, there might be individual programs not currently approved by the College, so each application must be assessed case-by-case by an external assessor.

3.10 Practice Assessment Tool

It was moved by M. Atkinson and seconded by J. Daley that Council approve the revised Practice Assessment Tool. Motion CARRIED.

Council members suggested promoting this tool on social media as the tool is beneficial to new registrants, helping them learn about practice guidelines as soon as they enter practice, and will help streamline quality improvement processes. Staff clarified the launch timelines – assessments that were initiated in 2023 and are ongoing would still use the previous version to maintain continuity and avoid disruptions, but all assessments initiated in 2024 and thereafter would use this new revised tool.

3.11 Surgical Suite Assessment Tool

It was moved by E. Chung and seconded by M. Najmudin that Council approve revised Surgical Suite Assessment Tool. Motion CARRIED.

N. Zwiers explained that Council sets an expectation to exercise skill and knowledge to use the tool appropriately and noted that this is not meant to overemphasize surgical procedures or push for registrants to do surgery, but rather, it's about having a mechanism and process in place to prevent any gaps in the assessments process.

3.12 2025 Council Meeting Dates

It was moved by M. Najmudin and seconded by A. Katz that Council approve January 30, 2025 and May 29, 2025 as the 2025 Council dates, and that the September 2025 date be determined at a later date. Motion CARRIED.

N. Zwiers explained that some religious observances occur on a Friday, and therefore, Council was asked to consider Wednesdays and Thursdays to ensure that all Council members can comfortably attend and participate in all the Council discussions and sessions. As such, the proposed dates are January 30 and May 29, 2025. September has several religious holidays and observances as well as regulatory conferences, which is why College staff will work on finding some suitable date options for the fall.

3.13 Amendment to By-law 1 to Add Registrant Registration Numbers to the Public Register

It was moved by A. Katz and seconded by M. Najmudin that Council approve, in principle, the amendment to By-law 1 to add Registrant registration numbers to the public register, and that Council direct that the proposed amendments be circulated to registrants and other stakeholders for comment for 60 days before the matter is returned to Council. Motion CARRIED.

N. Zwiers explained that the College Public Register historically displayed registration numbers of registrants until Council moved to remove this in October 2019. This is a common practice among other regulators, as it helps patients and members of the public navigate the system with more ease. The College regularly receives a high volume of calls and inquiries from insurance companies, institutions,

and members of the public to verify the registrant for various claims and forms, and therefore, this would reduce administrative burden on staff and help people find this important information for verification purposes quickly. This amendment to include registration numbers on the Public Register is to be circulated to the profession to gather feedback and it will be returned to Council for a vote at the May 2024 Council meeting.

3.14 Emergency Class (Standard, and Policy)

It was moved by A. Katz and seconded by M. Katz that Council approve the Emergency Class Policy. Motion CARRIED.

Council discussed what constitutes an emergency and the circumstances where this standard can be implemented. Staff clarified that an emergency is typically called by the Ministry and not by the College, and this is therefore the effect of an external force. Legal Counsel E. Richler mentioned that according to the regulation, the College Council can also determine if an emergency exists (healthcare workforce shortage in certain areas, public health crisis, etc.) to establish the emergency class of licensure.

It was moved by E. Chung and seconded by D. Loundes that Council approve the Supervision in the Emergency Class Standard of Practice. Motion CARRIED.

Staff clarified that according to the regulation, supervision is required when a registrant is practicing in emergency circumstances and that supervision refers specifically to in-person practice settings. The interpretation of the regulation, considering the best interest of the public, calls for emergency circumstance licensees to be supervised in person to ensure all practice guidelines, procedures and standards are adequately met.

4. Council Education Item #1 – Compassionate and Trauma-Informed Regulation, presented by Anita Ashton, Deputy Registrar, College of Psychotherapists of Ontario

Anita Ashton delivered a presentation, where she shared personal experiences and key insights highlighting the importance of bringing a trauma-informed approach and compassionate lens into various regulatory processes, programs, and communication vehicles. She also highlighted the importance of empathy and compassion in our day-to-day interactions with our stakeholders, and acknowledging that members of the public, registrants and staff all have complex histories and identities, which might impact the way they engage with the system and other individuals.

5. Council Education Item #2 – Updates in Professional Regulation, presented by College staff

M. Clarke and M. Aubé shared learnings and key themes from sessions at the CNAR and CLEAR regulatory conferences in fall 2023. Some key topics included Right-Touch Regulation, the role of AI in healthcare delivery, integrating equity, diversity, and inclusivity principles into regulatory processes, streamlining quality improvement processes, and other trending healthcare topics.

6. Discussion Items

6.1 Registrar's Report

The report is provided in the meeting materials. N. Zwiers added that the College wants to specifically focus on outreach efforts to better engage with the public, with registrants and learners and other

stakeholders. The College hosted a Town Hall session in December, which was well-attended. N. Zwiers presented key highlights and regulatory updates and shared information about the Full Scope Podiatry Model. There were many questions from participants around the future of foot care in Ontario, the role of chiropodists and podiatrists and opportunities to improve patient care, particularly reaching underserved populations and communities in the province. N. Zwiers also highlighted that the College is keen on supporting registrants through the QA program to help them follow practice guidelines effectively.

6.2 President's Report (verbal)

P. Stavropoulos noted that there was little to add to the Registrar's Report and thanked Council members, who volunteer their time from their busy lives and practices to participate in College matters. He thanked Committee members for taking the time to make sure the College is well-functioning and running smoothly and invited Council and guests to provide their feedback on Council operations and College initiatives.

6.3 Key Performance Indicators (KPIs) Update & Dashboard

The dashboard (included in materials) will give a sense of where the College stands in terms of functions and programs and will accompany Council materials hereafter to keep Council informed.

6.4 Standards Revision Update

M. Clarke explained that the Standards and Guidelines Committee is reviewing content to make sure all practice guidelines are accurate and up to date and that inclusive, plain language is used in the College Standards. Several documents are being reviewed for language and accessibility as part of their regular review process. This is to ensure that all College documents are more standardized and adhering to College branding, visually appealing, readable and user-friendly for registrants and members of the public. M. Clarke notes that the Code of Ethics is currently being reviewed and that priority is being given to patient-related documents.

6.5 Discipline Hearings: Information for Registrants

M. Clarke noted that this document (included in Council materials) was developed to address inquiries caused by the increase in the number of referrals to the Discipline Committee, as many people are not represented by legal counsel and seek information on the hearing process. This guide document is provided to those who are referred from the ICRC to Discipline. The guide will help unrepresented registrants navigate the process.

6.6 Video Showcase: College Complaints Process

The two short videos available on the College's webpage are aimed to provide important information to members of the public and patients about the Complaints process, and answer any questions they may have if they have a concern with the foot care they have received from an Ontario chiropodist or podiatrist, and wish to submit a complaint to the College. The videos are essentially a way to guide those who may not know that the College has processes in place to ensure that they are receiving high-quality foot care, as the College's mandate is to protect the public interest.

7. In Camera

It was moved by E. Chung and seconded by J. Somerville to move in camera pursuant to section 7(2)(b) of the Health Professions Procedural Code on the basis that financial or personal or other matters may be disclosed of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public. Motion CARRIED.

Council moved in camera at 2:00 p.m.

8. Next Meeting

8.1 Council Meeting Dates for 2024

- May 31, 2024
- September 27, 2024

8.2 Council Survey Reminder

8.3 Proposed Agenda Items for Next Meeting

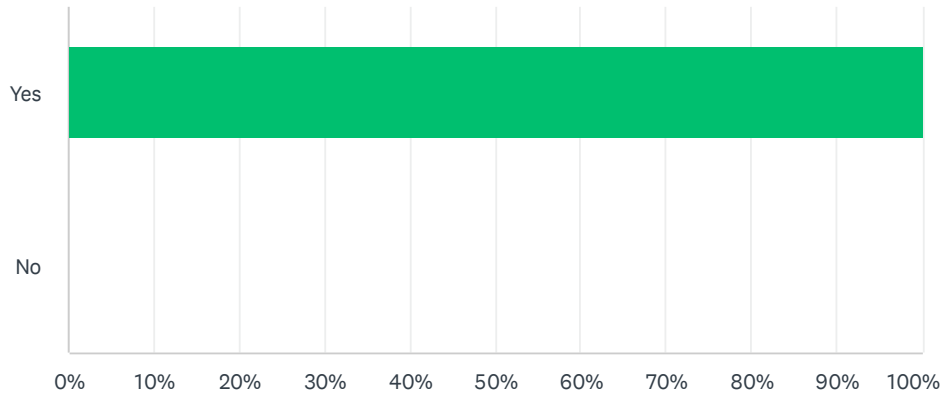
9. Adjournment

It was moved by P. Stavropoulos and seconded by C. Bezaire that the meeting be adjourned. Motion CARRIED.

The meeting was adjourned at 3:20 p.m.

Q1 Was the meeting effective in achieving the goals of the meeting?

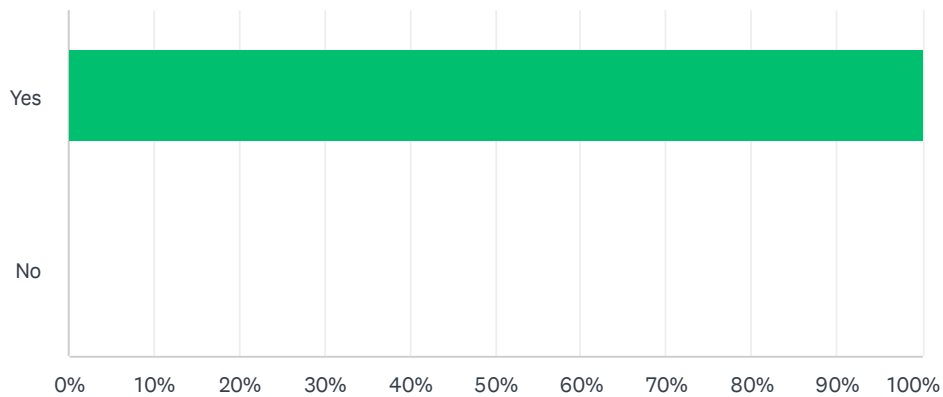
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	8
No	0.00%	0
TOTAL		8

Q2 Did the chair run an efficient and effective meeting?

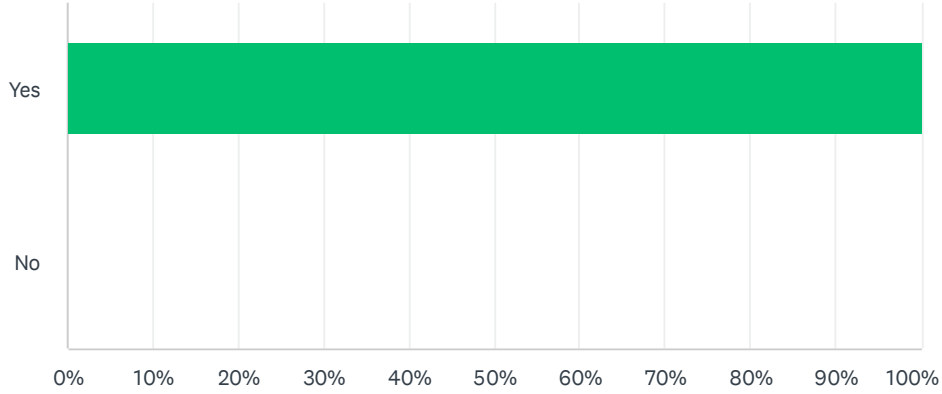
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	8
No	0.00%	0
TOTAL		8

Q3 Did you receive the materials in sufficient time to be adequately prepared for the meeting?

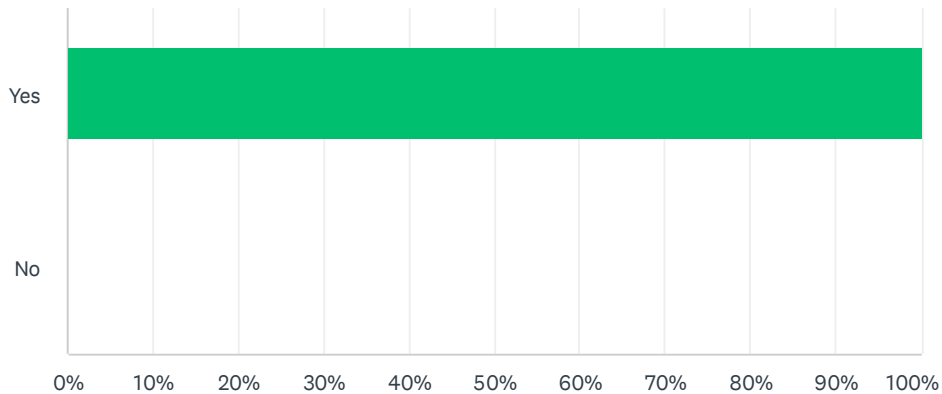
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	8
No	0.00%	0
TOTAL		8

Q4 Did all committee members appear reasonably prepared for the meeting?

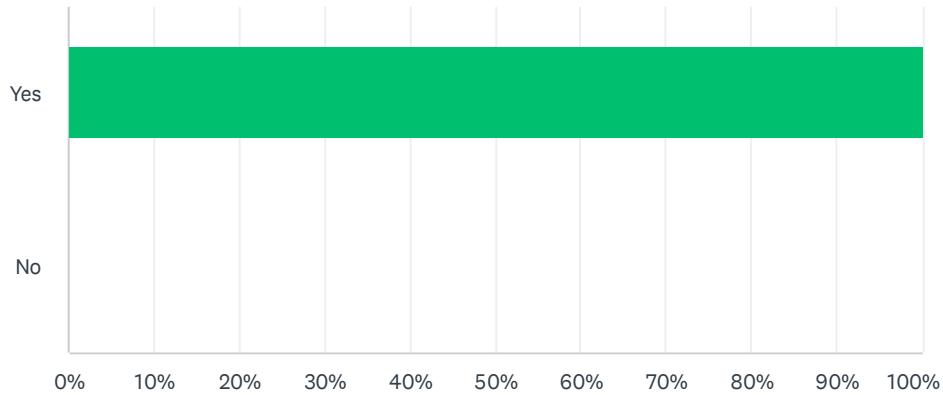
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	100.00% 8
No	0.00% 0
TOTAL	8

Q5 Did all committee members participate in the meeting appropriately?

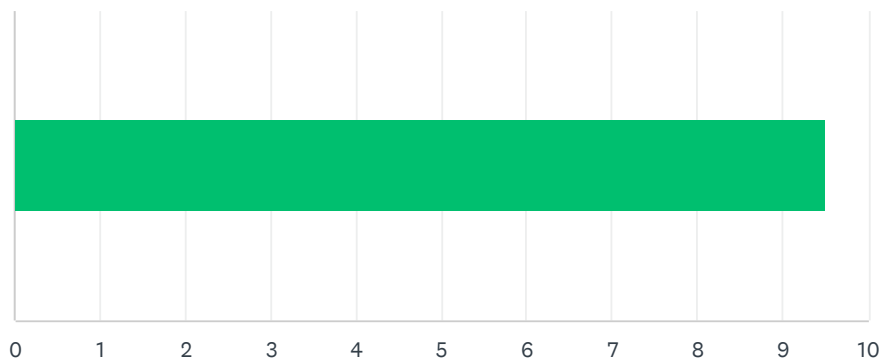
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	100.00% 8
No	0.00% 0
TOTAL	8

Q6 On a scale of 1-10, how would you rate your overall experience for the meeting?

Answered: 8 Skipped: 0



Post-Council Meeting Survey - January 2024

ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	10	76	8
Total Respondents: 8			

#		DATE
1	10	3/14/2024 12:51 PM
2	10	3/14/2024 12:45 PM
3	9	3/14/2024 10:37 AM
4	10	1/31/2024 10:44 PM
5	8	1/31/2024 1:07 PM
6	9	1/29/2024 12:05 AM
7	10	1/26/2024 7:29 PM
8	10	1/26/2024 5:09 PM

Q7 Please provide any comments, questions, concerns, or feedback that we can do differently at the next meeting.

Answered: 6 Skipped: 2

#	RESPONSES	DATE
1	Meetings seem to run well. Education components are appreciated. Food is good.	3/14/2024 12:45 PM
2	College staff summary of their training/conferences was a bit drawn out, but useful. I felt that it could have been condensed.	3/14/2024 10:37 AM
3	The guest speaker, Anita Ashton, provided a very interesting perspective on factors to consider when serving as a regulator. A very smoothly run meeting.	1/31/2024 10:44 PM
4	Well organized and informative meeting.	1/31/2024 1:07 PM
5	Educational sessions may be spaced out, if possible. Especially, Ms. Ashton's presentation was very impactful and needed some time to absorb.	1/26/2024 7:29 PM
6	The meeting was very informative along with tying in and incorporating an educational component I felt was very useful for our meeting allowing us to be informed of new ideas and procedures for our College.	1/26/2024 5:09 PM

Q8 Please provide your name

Answered: 8 Skipped: 0

#	RESPONSES	DATE
1	Jannel Somerville	3/14/2024 12:51 PM
2	Melanie Atkinson	3/14/2024 12:45 PM
3	Matthew Andrade	3/14/2024 10:37 AM
4	Peter Stavropoulos	1/31/2024 10:44 PM
5	Deborah Loundes	1/31/2024 1:07 PM
6	Reshad	1/29/2024 12:05 AM
7	Edward Chung	1/26/2024 7:29 PM
8	Andrew Klayman	1/26/2024 5:09 PM



ITEM 2.2

PRACTICE ADVISOR REPORT May 31, 2024 Council Meeting

Acting Practice Advisor:

Peter Stavropoulos, DPM - Podiatrist

Purpose:

To provide Council with an overview of the Practice Advisor (PA) activities since the last meeting of Council. The PA provides professional practice advice on behalf of the College, supporting registrants by them toward making sound and ethical clinical decisions that comply with legislative requirements, the Standards of Practice, and College policies and guidelines.

The Public Interest:

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

Data breakdown since the January 2024 Council meeting:

- Received 359 phone calls and emails relating to the practice advisory service between January 1 to April 30, 2024.
- Collaborated with the practice advisors of other Colleges consistent with the College Performance Measurement Framework's recommended best practices.
- Sources of inquiries during this cycle included: members of the public, Registrants, clinic managers/owners, regulated health Colleges, other regulated health professionals (for example, pharmacists, MDs, RNs), third-party insurance companies, and referrals from College staff.

Ongoing work:

Seeking to improve the PA service to registrants and stakeholders by:

- Continuing to increase awareness of the services provided by the PA.
- Enhance learning resources available on the College website.
- Encouraging Registrants to avail themselves of the guidance available to them through the PA service.



ITEM 2.3.1

DISCIPLINE COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Cesar Mendez, Chiropodist

Professional Members (Council):

Matthew Andrade, Chiropodist
Melanie Atkinson, Chiropodist
Chad Bezaire, Chiropodist
Edward Chung, Podiatrist
Donna Shewfelt, Chiropodist
Jannel Somerville, Chiropodist
Peter Stavropoulos, Podiatrist

Professional Members (Non-Council):

Riaz Bagha, Chiropodist
Allen Frankel, Podiatrist
Peter Guy, Chiropodist
Stephen Haber, Podiatrist
Brooke Mitchell, Chiropodist
Lloyd Nesbitt, Podiatrist
Eliot To, Chiropodist
Shael Jeffrey Weinberg, Podiatrist

Public Appointees:

Ramesh Bhandari, Public Appointee
Jim Daley, Public Appointee
Allan Katz, Public Appointee
Reshad Nazeer, Public Appointee

Selected Member:

Deborah Loundes, Chiropodist

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 plans to hold a business meeting on May 30, 2024.

HEARINGS:

- **Completed hearings:** two hearings were completed between December 2023 and March 2024
- **Scheduled hearings:** there are three scheduled hearings.

PRE-HEARING CONFERENCES:

- **Completed pre-hearings:** One pre-hearing conference took place between December and March 2024
- **Scheduled pre-hearings:** There are no scheduled pre-hearing conferences.

Completed Matters – December 2023 to March 2024

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 December 2023 and March 2024, the Discipline Committee disposed of two matters.

COCOO v. Bélanger

The registrant signed an agreed statement of facts, admitting that he engaged in professional misconduct, including that he:

- was found guilty of professional misconduct by a governing body of a health profession in another jurisdiction that would be professional misconduct in Ontario;
- contravened a term, condition or limitation on his certification of registration;
- failed to meet or contravened a standard of practice of the profession;
- provided treatment to a patient that he knew, or ought to have known, was ineffective, unnecessary or deleterious;
- signed or issued a document that contained a false or misleading statement;
- contravened the *Chiropody Act* and its regulations, and;
- engaged in conduct that was disgraceful, dishonourable and unprofessional.

The Panel accepted a joint submission on penalty and ordered the following:

- oral reprimand
- 7-month suspension of the Registrant's certificate of registration (with remittance for completing course work)
- Mentor when using laser emitting devices.

The Registrant was ordered to pay \$17,500 in costs to the College.

COCOO v. Infanti

The registrant signed an agreed statement of facts, admitting that he engaged in professional misconduct, including that he:

- contravened a term, condition or limitation on his certification of registration;
- failed to meet or contravened a standard of practice of the profession;
- contravened the *Chiropody Act* and its regulations, and;
- engaged in conduct that was disgraceful, dishonourable and unprofessional.

The Panel accepted a joint submission on penalty and ordered the following:

- oral reprimand
- 8-month suspension of the Registrant’s certificate of registration (with remittance for mentorship meetings),

The Registrant was ordered to pay \$20,000 in costs to the College.

Outstanding Referrals to the Discipline Committee

Between December 2023 and March 2024 there were five referrals from the ICRC to the Discipline Committee. In total, there are 11 cases that have been referred to the Discipline Committee and are in progress.

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

Appeals

In 2023, one matter was appealed to the Divisional Court. The appeal was heard on January 16, 2024.

Casella v. Ontario (College of Chiropodists of Ontario)

Ontario’s Divisional Court upheld a finding of the Discipline Committee that the Registrant engaged in professional misconduct by trying to circumvent the impact of a suspension.

In [COCOO v. Casella](#) (2021), the Registrant was found by the Discipline Committee to have engaged in inappropriate business practices and he was suspended for seven months. The Committee gave the Registrant 30 days to prepare for his suspension. During the suspension, the Registrant’s website continued to portray him as the only practising chiropodist at the clinic. The Registrant also sterilized instruments after hours, and he was paid his usual salary from the billings of the locums who took over his clinical practice. The Discipline Committee found that his conduct circumvented the intent and effect of the suspension, and he was found guilty of professional misconduct for breaching a College order ([COCOO v. Casella](#) (2022-2023)). The Registrant was suspended for nine months (two remitted with remedial work) and ordered to pay \$70,000 in costs to the College. The Registrant had legal representation for both matters before the Discipline Committee.

The Registrant appealed the Discipline Committee’s decision to the Ontario Divisional Court on the grounds that he was not in breach of his suspension and that the cost award of \$70,000 was excessive. The Registrant asked the Court to intervene and substitute its decision for the Committee’s decision on both appeal issues.

The Court dismissed the Registrant’s appeal, finding that it must give deference to the Discipline Committee’s decision unless there is a palpable and overriding error in its decision. The Court found that there was none. The Court explained that the suspension, with the 30-day delay in its commencement, was clearly intended to exclude the Registrant from practicing Chiropody during the period of his suspension and that included a prohibition on the Registrant continuing to draw a salary during his suspension. With respect to the Registrant’s failure to amend his website to reflect his absence from his practice, the Court found that a website is often the primary source of information a member of the public will rely on to find out details about a chiropodist’s practice. By continuing to hold himself out as the sole practitioner at his clinic on his website, the Registrant had breached the terms of the suspension order and, as the Discipline Committee found, that amounted to professional misconduct. The Court upheld the Discipline Committee’s

determination that one failing on the part of the Registrant could give rise to four findings, including that the Registrant had misrepresented his registration status; had issued a false document; engaged in disgraceful, dishonourable, or unprofessional conduct; and breached the suspension order.

Although the Registrant argued that the suspension order did not explicitly prevent him from drawing a salary or attending at the clinic to sterilize instruments because the College had subsequently created a new policy clarifying such requirements, the Court concluded that it was not necessary for the College to have such a policy in place. The Court further noted that a suspension is intended to act as a deterrent. Moreover, the Court noted that neither the Registrant nor his legal counsel had contacted the College to make inquiries about the nature or extent of the suspension order to ensure compliance.

In terms of the cost order, the Court also deferred to the Discipline Committee's decision. The Court found that the Discipline Committee imposed the legal costs at a rate usually applied in the circumstances and that the Registrant did not provide his legal fees or "bill of costs" as evidence to demonstrate that the cost award was too high.

The decision can be found at:
[2024 ONSC 899 \(CanLII\) | Casella v. Ontario \(College of Chiropodists\) | CanLII](#)



ITEM 2.3.2

INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Peter Stavropoulos, Podiatrist

Professional Members (Council):

Matthew Andrade, Chiropodist
Melanie Atkinson, Chiropodist
Chad Bezaire, Chiropodist
Edward Chung, Podiatrist
Donna Shewfelt, Chiropodist
Jannel Somerville, Chiropodist

Professional Members (Non-Council):

Riaz Bagha, Chiropodist
Stephen Haber, Podiatrist
Cesar Mendez, Chiropodist
Brooke Erin Lee Mitchell, Chiropodist
Lloyd Nesbitt, Podiatrist
Stephanie Shlemkevich, Chiropodist
Ruth Thompson, Chiropodist
Eliot To, Chiropodist
Shael Jeffrey Weinberg, Podiatrist

Public Appointees:

Ramesh Bhandari, Public Appointee
Jim Daley, Public Appointee
Allan Katz, Public Appointee
Reshad Nazeer, Public Appointee

Selected Member:

Deborah Loundes, Chiropodist

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 chiropodists and podiatrists.

MEETINGS

The Committee plans to hold a business meeting on May 30, 2024.

Complaints

In general, complaints arise 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 request that the Registrar appoint an investigator.

Between December 2023 and March 2024, the College received nine complaints. This number is higher than usual. See chart 2 below for comparison.

A. *Dispositions*

Between December 2023 and March 2024, ICRC panels disposed of 10 complaints matters as follows:

- 6 cases – no further action was taken
- 3 cases – referral to the Discipline Committee
- 1 case – SCERP & caution

The 10 complaint matters that were considered by ICRC panels were disposed of in an average of 102 days. This average is below the 150-day benchmark outlined in the *Health Professions Procedural Code*, which is Schedule 2 to 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 December 2023 and March 2024 there was one appeal to HPARB.

C. *Interim Orders*

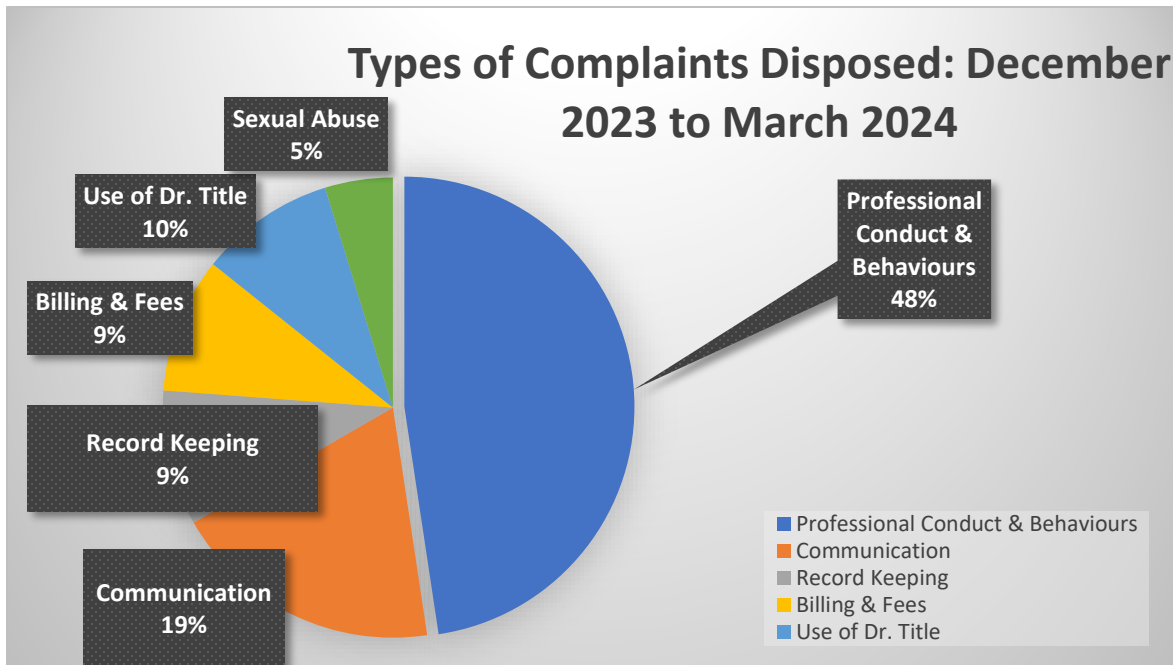
The ICRC may direct the Registrar to suspend a registrant or impose terms, conditions, or limitations on a registrant's certificate of registration if:

- 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 disposed of by a committee of the College.

The ICRC did not impose any interim orders between December 2023 and March 2024 in a complaint case.

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 December 2023 and March 2024, an investigator was appointed to conduct four Registrar Investigations.

B. Dispositions

Between December 2023 and March 2024, panels of the ICRC disposed of three Registrar Investigations.

C. Interim Orders

The ICRC did not impose any interim order because of a Registrar investigation December 2023 and March 2024.

Chart 2

	February – May 2022	June – September 2022	October – December 2022	January – March 2023	April – July 2023	August – November 2023	December 2023 – March 2024
--	---------------------	-----------------------	-------------------------	----------------------	-------------------	------------------------	----------------------------

Complaints	9	8	1	4	10	16	9
Registrar's Investigations	2	1	1	11	3	5	4

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).

The ICRC disposed of one referral from the QAC with a referral to the Discipline Committee.

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 did not complete any health inquiries between December 2023 and March 2024.

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.

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 may be 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 the 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 March 2024

As of the end of March 2024, there were 14 active complaints.

Date Received	Days Elapsed	Stage1	Stage 2	Stage 2a	Stage 3	Stage 3a	Stage 4
April 11, 2023	377	✓	✓	✓	✓	✓	
July 25, 2023	272	✓	✓	✓	✓	✓	
September 28, 2023	207	✓	✓	✓	✓	✓	
November 9, 2023	165	✓	✓	✓	✓	✓	✓
November 8, 2023	164	✓	✓	✓	✓	✓	
November 28, 2023	146	✓	✓	✓	✓	✓	
November 28, 2023	146	✓	✓	✓	✓	✓	✓
January 17, 2024	96	✓	✓	✓	✓	✓	✓
February 5, 2024	77	✓	✓	✓	✓	✓	
February 10, 2024	72	✓	✓	✓	✓	✓	✓
February 21, 2024	61	✓	✓	✓	✓	✓	
February 26, 2024	56	✓					

February 27, 2024	55	✓	✓	✓			
March 31, 2024	22	✓					

Average: 137 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 March 2024

As of the end of March 2024, there were six ongoing Registrar's investigations.

Date Received	Days Elapsed	Stage1	Stage 2	Stage 2a	Stage 3	Stage 3a	Stage 4
August 2, 2023	265	✓	✓	✓	✓	✓	
October 3, 2023	202	✓	✓	✓	✓	✓	
October 10, 2023	195	✓	✓	✓	✓	✓	
October 25, 2023	180	✓	✓	✓	✓	✓	
December 13, 2023	131	✓	✓	✓	✓	✓	
December 21, 2023	123	✓	✓	✓	✓	✓	

Average: 183 days



ITEM 2.3.3

QUALITY ASSURANCE COMMITTEE REPORT

May 31, 2024, Council Meeting

COMMITTEE MEMBERS

Chair: Millicent Vorkapich-Hill

Professional Members (Council):

Melanie Atkinson
Andrew Klayman

Professional Members (Non-Council):

Lisa Balkarran
Matthew Doyle
Julie Fraser
Brooke Mitchell
Tina Rainville
Ruth Thompson

Public Appointees:

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 Chiropractors 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 that can potentially eliminate the need for a future complaint and enhance registrants' focus on public safety.

The Committee has not met to review Practice Assessments from 2023 yet.

Continuing Education

The Committee met on May 6, 2024 to review two new education modules aimed at enhancing registrant competencies in key areas of professional practice: governability and clinical supervision.

Committee recommends to Council that registrants who watch and complete the governability module be awarded 1.0 category B credit hours.

Committee recommends to Council that registrants who watch the clinical supervision module be awarded 1.0 category B credit hours.

Committee recommends to Council that registrants who watch the clinical supervision module and complete a placement with a student be awarded 5.0 category B credit hours.

Motions will be brought forward to Council for consideration as a separate item in the agenda.

NEXT MEETING

A meeting will be scheduled in the near future to review assessments.



ITEM 2.3.4

REGISTRATION EXAMINATION COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Stephanie Shlemkevich, Chiropodist

Professional Members (Council):

Andrew Klayman, Podiatrist
Donna Shewfelt, Chiropodist

Professional Members (Non-Council):

Brooke Mitchell, Chiropodist
Julie Fraser, Chiropodist
Lisa Balkarran, Chiropodist

Public Appointees:

N/A

ROLE OF THE COMMITTEE

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 applicants 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 a clinical (OSCE) component.

MEETINGS

The Committee met several times since the January 2024 Council meeting to prepare for the spring examinations for May/June 2024. The Committee along with Registrants who are Item Writers met in March for an item writing workshop. The workshop was facilitated by the College's psychometrician, Dr. Anthony Marini. Following completion of the workshop, the exam question bank had 100 new questions added.

Through April, Panels of the Committee met to finalize the Core Competency and Jurisprudence exam blueprint and choose questions from the item bank.

DECISION/OUTCOMES

The Committee will continue building the exam question bank, with a goal of adding a total of 200 new multiple-choice questions and 7 new OSCE stations to the bank by the end of 2024. The Committee will also continue to focus on updating pharmacology questions.

NEXT MEETING

Subcommittee meetings in May and June to prepare for and review the May/June exam sessions. Committee business meeting in late October.



ITEM 2.3.5

STANDARDS AND GUIDELINES COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Brooke Mitchell, Chiropracist

Professional Members (Council):

Chad Bezaire, Chiropracist
Ed Chung, Podiatrist
Jannel Somerville, Chiropracist
Peter Stavropoulos, Podiatrist

Professional Members (Non-Council):

Julie Fraser, Chiropracist
Peter Guy, Chiropracist
Brooke Mitchell, Chiropracist

Public Appointees:

Jim Daley, Public Appointee

Selected Member:

Deborah Loundes, Chiropracist

ROLE OF THE COMMITTEE

The Standards and Guidelines Committee is a standing committee charged with developing, reviewing, updating, and managing standards, guidelines, advisories, and other documents as requested by the Executive Committee. The Committee relies on legal expertise and advice from other committees in developing practice resources.

MEETINGS

The Committee has not met since the last Council meeting.

DECISION/OUTCOMES

N/A

NEXT MEETING

There are no meetings scheduled at this time.



ITEM 2.3.6

REGISTRATION COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Matthew Doyle, Chiropracist

Professional Members (Council):

Melanie Atkinson, Chiropracist
Matthew Andrade, Chiropracist
Peter Stavropoulos, Podiatrist

Professional Members (Non-Council):

Deepka Duggal, Chiropracist
Tejinder Singh Sahota, Chiropracist
Ruth Ellen Thompson, Chiropracist

Public Appointees:

Ramesh Bhandari, Public Appointee

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 met on May 1, 2024 to review applications from three applicants.

In summary, the committee met to review two applications and one registrant's competence to practice after being away from practice. In summary, the committee approved 1 application from out of province, refused to issue a certificate of registration to an applicant who completed their education outside of Canada due to less than 80% equivalency in chiropractic education, and requested a registrant enter an undertaking to limit their practice based on the results of a Mentor's report.

NEXT MEETING

The next Committee meeting will be held on an as-needed basis.



ITEM 2.3.7

PATIENT RELATIONS COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Peter Stavropoulos, Podiatrist

Professional Members (Council):

Peter Stavropoulos, Podiatrist

Public Appointees:

Allan Katz, Public Appointee

Jim Daley, Public Appointee

Professional Members (Non-Council):

Matthew Doyle, Chiropracist

Pauline Looi, Chiropracist

Brooke Mitchell, Chiropracist

ROLE OF THE COMMITTEE

This Committee reviews and oversees the Patient Relations Program and supports the College's commitment to address concerns about a registrant's 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 Committee has not met since the last Council meeting.

DECISION/OUTCOMES

N/A

NEXT MEETING

None scheduled.



ITEM 2.3.8

FITNESS TO PRACTISE COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Brooke Mitchell, Chiropodist

Professional Members (Council):

N/A

Public Appointees:

Reshad Nazeer

Professional Members (Non-Council):

Matthew Doyle, Chiropodist

Pauline Looi, Chiropodist

Cesar Mendez, Chiropodist

Kimberley Resmer, Chiropodist

Eliot To, Chiropodist

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 2.3.9

TECHNICAL COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Edward Chung, Podiatrist

Professional Members (Council):

Chad Bezaire, Chiropracist

Professional Members (Non-Council):

Matthew Doyle, Chiropracist

John Lanthier, Podiatrist

Public Appointees:

N/A

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 January 2024 Council meeting.

NEXT MEETING

The next Committee meeting will be held on an as-needed basis.



ITEM 2.3.10

STANDING DRUG COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Peter Stavropoulos, Podiatrist

Professional Members (Council):

Peter Stavropoulos, Podiatrist
Jannel Somerville, Chiropracist

Professional Members (Non-Council):

Cesar Mendez, Chiropracist

Public Appointees:

Jim Daley, Public Appointee

ROLE OF THE COMMITTEE:

With the newly amended Drug Regulation now enacted, this committee has been actively involved in the messaging to registrants and other stakeholders about the implementation of this legislation.

MEETINGS:

This Committee has met on an ad hoc basis throughout the year. It has done so when it has received requests from registrants to review the registrant's academic credentials and determine equivalency to the Michener's Continuing Education Pharmacology Course. The Committee's decision is final and there is no appeal from that decision.

DECISION/OUTCOMES:

The Committee will continue to review applications by registrants for specific drug prescribing privileges as needed.

NEXT MEETING:

There are no meetings scheduled at this time.



ITEM 2.3.11

ELECTIONS COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Allan Katz, Public appointee

Professional Members (Council):

Matthew Doyle, Chiropracist

Professional Members (Non-Council):

none

Public Appointees:

Allan Katz, Public appointee

Jim Daley, Public appointee

Ramesh Bhandari, Public appointee

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 Council members 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 Election Committee has not met since the January 2024 Council meeting.

NEXT MEETING

None scheduled at this time.



ITEM 2.3.12

STRATEGIC PLANNING COMMITTEE REPORT

May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Millicent Vorkapich-Hill, Podiatrist

Professional Members (Council):

Ed Chung, Podiatrist
Peter Stavropoulos, Podiatrist

Professional Members (Non-Council):

Matt Doyle, Chiropodist
Jannel Somerville, Chiropodist
Millicent Vorkapich-Hill, Podiatrist

Public Appointees:

Allan Katz, Public Appointee
Jim Daly, Public Appointee

ROLE OF THE COMMITTEE

The Strategic Planning Committee's role is to ensure that the College's two main objectives of sustainability and the adoption of the podiatry model in Ontario, are attainable over the next 3 to 5 years.

MEETINGS

The Committee has met to determine the competencies and education, including bridging requirements, expected of registrants when the podiatry model is adopted in the province. The Committee was put into two separate groups with one group tasked with considering recommendations for the registration requirements and competencies for chiropodists and the other group tasked with considering recommendations for the registration and competencies for podiatrists. Both groups have been working towards completion of this task. The Committee plans to meet again in the late Spring/early Summer to review the recommendations of each.

DECISION/OUTCOMES

No decisions have been made. As noted above, it is anticipated that a meeting will be scheduled in the near future to discuss and decide on recommendations.

NEXT MEETING

There are no meetings scheduled at this time.



ITEM 2.3.13

REGISTRAR'S PERFORMANCE AND COMPENSATION COMMITTEE REPORT

May 31st, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Allan Katz, Public Appointee

Professional Members (Council):

Melanie Atkinson, Chiropractist
Peter Stavropoulos, Podiatrist (ex-officio)

Professional Members (Non-Council):

None

Public Appointee Members:

Allan Katz

ROLE OF THE COMMITTEE

The Registrar's Performance and Compensation Review Committee's responsibilities include, but are not limited to:

1. Providing input and support to Council President on mid-year (May-June) performance review and annual (Dec-Jan) performance review, goal planning and compensation;
2. As required, conducting compensation and benefits market review, normally done through engagement of an external consultant, and with the prior approval of the Executive Committee;
3. Presenting to Council the results of all compensation reviews conducted by the Registrar's Performance and Compensation Review Committee, along with any recommendations it has in connection with changes to the Registrar's compensation.

MEETINGS

No Committee meetings since December 2023.

DECISION/OUTCOMES

None.

NEXT MEETING

There are no meetings scheduled at this time.



ITEM 3.10.0

COUNCIL BRIEFING NOTE

Re: PROPOSAL TO ENHANCE MEASURES TO ADDRESS INAPPROPRIATE BUSINESS PRACTICES AND COMPLIANCE WITH COLLEGE ORDERS

Background

In February 2019, the Council of the College of Chiropodists of Ontario (the “College”) passed the Zero Tolerance Policy to address what Council identified as a pervasive problem of inappropriate business practices in the profession.¹ The statement was approved and implemented by the Executive Committee in May 2019.

Over five years have passed since the adoption of the Zero Tolerance Policy. Notwithstanding its adoption, inappropriate business practices in the profession persist.

The purpose of this briefing note is to identify new strategies to enhance the College’s commitment to ethical practice, to promote values of professionalism, and to take further steps to eradicate inappropriate business practices in the provision of chiropody/podiatry services by registrants.

Zero Tolerance Policy

The College’s Code of Ethics and regulations require registrants to adhere to and promote ethical practice, which entails practicing the profession with integrity, dignity and trust.² Ethical business practices require registrants to recommend and conduct only necessary procedures, and to ensure they do not bill a patient excessively in relation to the services or devices provided or cause a patient to be billed for any treatments not rendered.

The College’s Zero Tolerance Policy recognizes that protecting the public and the reputation of the profession demands the elimination of inappropriate practices. The Policy recognizes that inappropriate business practices may take many forms, and identifies the following as some prevalent examples:

- Offering incentives (e.g. free and/or discounted shoes with the purchase of orthotics);
- Over-prescribing medical products and/or orthotics
- Not fitting and dispensing orthotics prescribed (not arranging for another registrant to fit and dispense the orthotics to the patient, where the registrant is unable to do so);
- Signing or issuing a document that contains a false or misleading statement, or falsifying records (e.g. fraudulent completion of insurance forms, signing a prescription having not seen and/or assessed a patient);

¹ The Zero Tolerance Policy was adopted by Council in principle in February 2019 and implemented by the Executive Committee in May 2019.

² Code of Ethics: <https://cocoo.on.ca/code-of-ethics/>

- Practising the profession while in a conflict of interest;
- Submitting an account or charge for services that is false or misleading (e.g. issuing an invoice and/or insurance claim for more than what the patient was actually charged or for treatment or products were not actually provided);
- Charging a fee that is excessive in relation to the services or devices charged for (e.g. charging excessive fees for temporary pads or shoe modifications);
- “Cash-splitting” schemes (i.e. submitting a claim for services not provided to the patient, and splitting the insurance payment with the patient/plan member).

As set out in the chart attached at **Appendix “A”**, since the adoption of the Policy, the College has successfully prosecuted twenty cases involving inappropriate business practices, including prescribing orthotics to patients without an assessment or treatment plan; over-prescribing, prescribing orthotics to patients but failing to dispense or follow-up; employing incentive schemes such as free shoes or discounted shoes; submitting insurance claims for shoe modifications for off-the-shelf shoes; and prescribing orthotics manufactured in a lab in which the registrant held an interest.

Penalties in these cases included suspensions ranging from 5 to 12 months. One case resulted in revocation (which involved fraudulent prescriptions) and five cases resulted in an undertaking to resign and never reapply for registration.

Landscape Since the Adoption of the Zero Tolerance Policy

Notwithstanding the Zero Tolerance Policy, the resources dedicated to investigate and prosecute allegations, and the other measures taken by the College to educate registrants about inappropriate business practices, the College has observed these inappropriate business practices continue to persist.

In addition to ongoing complaints and investigations, there are presently five (5) pending discipline proceedings pertaining to allegations of inappropriate business practices and the College has also observed instances of non-compliance with orders of the Discipline Committee following findings of professional misconduct.

Public Interest Rationale for Decision:

It is in the public interest that the College escalates measures to discipline registrants who breach the College’s standards of practice by engaging in inappropriate business practices. Among other reasons, the fraudulent overprescribing of orthotics puts the public at risk of losing access to affordable chiropody care if insurance companies delist chiropody services for the plan members. Inappropriate business practices also put the public at risk of being prescribed orthotics that may not be medically necessary.

Proposed Steps to Address Continued Concerns

The College is concerned that measures taken to date have not been sufficient to deter this type of misconduct.

As noted, inappropriate business practices undermine the reputation of the profession and the public's confidence in the College's ability to regulate itself in the public interest. In an effort to enhance the regulatory response and send a further message to the public and the profession that such conduct by registrants is not tolerated, as well as enhance compliance and ensure conformity with College's expectations of registrants, the College is proposing the following steps:

1. Amend the Guideline for Suspension (the "Guideline"):

The Guideline sets expectations for suspended registrants and reminds registrants, among other things, that they can not benefit or profit directly or indirectly from the practice of chiropractic while suspended.

To enhance monitoring and compliance with Discipline Committee Orders, and ensure registrants make themselves aware of their obligations while suspended, it is proposed that the Guideline be amended to require suspended registrants to sign a declaration monthly confirming they are complying with the Guideline.

A copy of the amended Guideline, with the changes redlined, is attached as **Appendix "B"**. [We note that other housekeeping changes have been made which do not affect the meaning or obligations set out in the document]

The act of signing the declaration serves to remind suspended registrants of their obligations related to the suspension and convey the seriousness of their obligations as a regulated health professional. Signing a false or misleading declaration is itself, professional misconduct, as is failure to comply with an order of the Discipline Committee.³

2. Incorporate the Guideline as Part of Discipline Orders:

The College's joint submissions on penalty will include the term that the Registrant acknowledges being bound by the Guideline for Suspension. This is intended to further enhance monitoring and compliance with Discipline Committee orders.

3. Escalating Penalties for Inappropriate Business Practices by adopting a Penalty Guideline:

To date, as set out above, suspensions for inappropriate business practices generally range between five (5) and twelve (12) months, with revocation occurring only once. The College is proposing to increase penalties to enhance the general deterrent effect of discipline sanctions.

The College proposes, as a general guideline, that a suspension of no less than 12 months would be considered appropriate where the College establishes a registrant has engaged in inappropriate business practices, along with enhanced terms, conditions, and limitations on their certificate of registration following suspension. For registrants who have engaged in this type of misconduct more than once, the College would propose a more onerous penalty, including potentially revocation for appropriate cases. This is intended to have the effect of providing increased deterrence to those inclined to engage in such practices. Moreover, it expresses unequivocally the profession's disapprobation for such activity.

³ O. Reg. 750/93 under the *Chiropractic Act, 1991*, S.O. 1991, c.20, s. 1.20 & 1.36.

The College acknowledges that penalties are determined by the Discipline Committee on an individualized basis, considering the particular circumstances of the case before it. The College further acknowledges that a penalty guideline adopted by Council cannot bind the Discipline Committee. Rather, the purpose of adopting a penalty guideline would be to inform instructions to prosecutors on the appropriate penalty range for these types of cases and, moreover, to make transparent to registrants the potential consequences for such misconduct and the importance Council places on the values of integrity and honesty in the profession.

Recommended Motion:

That Council approve the amendments to the Suspension Guideline, attached as Appendix A.

Mover: _____

Seconder: _____

APPENDIX “A”

**COCOO – Penalty Chart
Inappropriate Business Practices Cases**

Note: Cases highlighted in yellow involved misconduct after the Zero Tolerance Policy.

No.	Date	Registrant Name	Outcome	Costs
1.	03/13/2023	MacMull	12-month suspension + TCL	\$60,000.00
2.	02/06/2023	Ginsberg	8-month suspension +TCLs	\$35,000.00
3.	12/23/2022	Chan	9-month suspension + TCLs	\$85,000.00
4.	12/17/2022	Moses	7-month suspension + TCLs	\$15,000.00
5.	06/15/2022	Sliwa	6-month suspension + TCLs	\$25,000.00
6.	03/02/2022	Mendoza	8-month suspension + TCLs	\$6,000.00
7.	02/23/2022	Frizzell	UT – permanent resignation	\$15,000.00
8.	12/16/2021	Galperin	8-month suspension + TCLs	\$9,000.00
9.	12/16/2021	Keogh	UT – permanent resignation	\$8,000.00
10.	10/27/2021	Charbonneau	10-month suspension + TCLs	\$15,000.00
11.	10/26/2021	Kellen	10-month suspension + TCLs	\$15,000.00
12.	10/18/2021	Infanti	7-month suspension + TCLs	\$25,000.00
13.	07/26/2021	Lustig	UT – permanent resignation	\$25,000.00
14.	07/16/2021	Sy	8-month suspension + TCLs	\$10,000.00
15.	06/15/2021	Casella	7-month suspension + TCLs	\$7,500.00
16.	06/08/2021	Doherty	UT – permanent resignation	\$15,000.00
17.	06/01/2021	Mortelliti	UT – permanent registration	\$10,000.00
18.	03/01/2021	Murakami	8-month suspension + TCLs	\$15,000.00
19.	11/24/2020	Pak	UT – permanent registration	\$6,000.00

GUIDELINE FOR SUSPENSION

Guideline for **Members**Registrants of the
College of Chiropodists of Ontario

Approved by Council: February 25, 2022
[Amended \[insert date\]](#)



College of Chiropodists of Ontario

180 Dundas St. West, Suite 1901
Toronto, ON M5G 1Z8
T: 416.542.1333 F: 416.542.1666
Toll-Free: 1.877.232.7653 www.cocoo.on.ca

Purpose

The College of Chiropractors of Ontario (the “College”) has created this guideline to outline the responsibilities of suspended ~~members~~registrants of the College whose certificate of registration has been suspended. This Guideline applies to administrative suspensions (including suspensions for non-payment of fees) and suspensions ordered by a Committee of the College.

Who must the ~~member~~registrant inform?

When suspended, the suspended ~~member~~registrant must immediately inform the following people about the suspension:

- Staff in the offices or practices in which the ~~member~~registrant works. This includes other regulated health professionals working in the offices/practices and administrative staff.
- Chiropractors/podiatrists with whom the ~~member~~registrant works, whether that ~~member~~registrant is a principal in the practice or otherwise associated with the practice.
- Chiropractors/podiatrists or other individuals who routinely refer patients to the ~~member~~registrant.
- Owners of a practice or office in which the ~~member~~registrant works.
- Administrators at the facility where the ~~member~~registrant works (i.e. hospitals, long-term care facilities, etc.)
- Patients who ask to book an appointment during the suspension, or whose previously booked appointment must be rescheduled due to the suspension. ~~Members~~Registrants may assign administrative staff to inform patients about the suspension. All communications with patients must be truthful and honest.

What can a suspended ~~member~~registrant not do while suspended?

While suspended, suspended ~~members~~registrants are not ~~members~~registrants of the College and ~~must~~suspended registrants are not permitted to engage in the practice of chiropractic/podiatry with the meaning of the *Chiropractic Act* or any of the College regulations or standards, including, but not limited to:

- use a restricted title (chiropractor or podiatrist).
- hold themselves out as a ~~member~~registrant of the College.
- hold themselves out as being able to practice or act in any manner that suggests the ~~member~~registrant is entitled to practise chiropractic/podiatry. This includes communicating diagnoses or offering clinical advice in social settings. ~~Members~~Registrants must ensure that administrative or office staff do not suggest to patients in any way that the ~~member~~registrant is entitled to engage in the practice of chiropractic/podiatry.

- advertise chiropody or podiatry services to the public (including on a clinic website or social media).
- giving orders to administrative staff, students or other practitioners.
- supervising work performed by others.
- acting as a clinical instructor, externship supervisor or mentor.

A suspended ~~member~~registrant must not be present in offices or practices where they work when patients are present, except for emergencies that do not involve patients. The suspended ~~member~~registrant must immediately advise the Registrar in writing about any such emergencies.

Can a suspended ~~member~~registrant financially benefit while suspended?

A suspended ~~member~~registrant must not benefit or profit, directly or indirectly, from the practice of chiropody/podiatry while suspended.

- ~~Prior to a suspension taking effect, a member may~~The suspended registrant must either shut down their clinic/practice or arrange for ~~another~~a locum chiropodist/podiatrist ~~(to assume their practice.~~

If the registrant elects to arrange for a locum) to take over their practice during the suspension period:

- The arrangement must be made prior to the suspension taking effect.
- The registrant must advise the Registrar in writing.
- ~~If another~~The locum chiropodist/podiatrist ~~assumes~~must assume the practice and all of the billings of the practice during the suspension period. All of the billings of the practice during the suspension period belong to the locum.
- ~~A suspended member~~registrant may be reimbursed for actual out ~~of~~ of pocket expenses incurred in respect of the practice during that period.
- ~~If a member arranges for a locum to assume their practice during the suspension period, a member must advise the Registrar in writing.~~
- Suspended ~~members~~registrants are permitted to sign and/or submit insurance claims for work that was completed prior to the suspension.
- Suspended ~~members~~registrants must not sign and/or submit insurance claims for work that has been completed by others during the suspension period.

What if I have a professional corporation?

As noted above, a suspended [memberregistrant](#) is not permitted to [practice or](#) financially benefit from practice while their certificate of registration is suspended. Therefore, a suspended member cannot invoice or earn any income from the practice of chiropractic or podiatry – either directly or through a health profession corporation

Section 85.14 (1) of the *Health Professions Procedural Code* provides that a health profession corporation shall not do, or fail to do, something that would constitute professional misconduct if a [memberregistrant](#) of the health profession did, or failed to do, it.

Similarly, section 85.14(3) of the *Health Professions Procedural Code* provides that a health profession corporation shall not practise a health profession when it does not satisfy the requirements for a professional corporation under the *Business Corporations Act*.

Cooperation with the College

A

On the first day of every month during their suspension, suspended registrants are required to provide the Registrar with a declaration, in the form attached as Schedule “A”, that they are in compliance with the Guideline.

In addition, a suspended [memberregistrant](#) must co-operate with any monitoring the Registrar feels is needed to ensure that the suspended [memberregistrant](#) has complied with this Guideline. The suspended [memberregistrant](#) must provide the College with access to any records associated with the practice that the College may require to verify that the suspended [memberregistrant](#) has not engaged in the practice of chiropractic/podiatry and/or profited from the practice of chiropractic/podiatry during the suspension.

Suspended [membersregistrants](#) must continue to pay their annual renewal fee and certificate of authorization fee on time, or any other fees owing to the College.

SCHEDULE "A"

SUSPENDED REGISTRANT'S DECLARATION

I. [insert registrant's name] declare as follows:

1. My certificate of registration with the College of Chiropractors of Ontario ("College") was suspended on [insert date].
2. I confirm that I understand the requirements of the College's Guideline for Suspension ("Guideline") and the restrictions related to the suspension of my certificate of registration.
3. I confirm that, while suspended, I have complied with each of the requirements set out in the suspension and the Guideline.
4. I confirm that the statements made by me in this declaration are complete and accurate. I understand that any false or misleading statement made by me in this declaration constitute serious misconduct and the College may take action against me that it deems appropriate.

Date: _____ Signature: _____

-----BREAK-----



ITEM 3.11

**COUNCIL BRIEFING NOTE
RE: RECOMMENDED AMENDMENTS TO BYLAW 1: GENERAL & BYLAW 2: FEES
Adding Outstanding Fees to Annual Fee**

Background:

Registrants are sometimes required to pay fees to the College outside of the annual renewal fee. For example, a registrant may owe costs to the College because of an order of the Discipline Committee. In some cases, Registrants do not pay outstanding costs/fees on time, which places an administrative and financial burden on the College. To ensure that Registrants bring their account up to date at renewal time, By-law 1: General and By-law 2: Fees have been amended to require that any outstanding fee(s) be added to the annual renewal fee, and that Registrants are unable to renew without paying the full balance.

At the same time, the College is modernizing its by-laws by changing the term “member” to “registrant” to reflect the College’s role as a regulator, not an association.

Public Interest Rationale for Decision:

It is in the public interest that the College maintains financial stability by ensuring that all costs owed to the College are recovered on an annual basis. It is also in the public interest that the College enforce the payment of costs/monies it is owed to demonstrate to registrants and stakeholders that it takes the enforcement of its committees’ orders seriously, and that Registrants who breach a committee will lose the privilege of practising the profession.

Recommended Motion:

That Council approve, in principle, the amendments to By-law 1 and By-law 2 as set out in Appendix A, and that Council direct that the proposed amendments be circulated to registrants and other stakeholders for comment for 60 days before the matter is returned to Council.

Mover: _____

Seconded: _____

BY-LAW NO. 1: GENERAL

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1. DEFINITIONS

1.01 In this by-law and in any other by-law of the **College**, unless otherwise defined or required by the context of the specific provision,

“**Act**” means the *Chiropody Act, 1991*, Statutes of Ontario, 1991, Chapter 20 as amended from time to time;

“**by teleconference**” means by any electronic manner that allows all persons participating to communicate with each other simultaneously and instantaneously;

“**chiropracist councillor**” means an **elected councillor** who is the holder of a certificate of registration in the chiropracist class;

“**Code**” means the Health Professions Procedural Code being Schedule 2 of the RHPA, as amended from time to time;

“**College**” means the College of Chiropracists of Ontario;

“**committee**” means a committee of the **College** and includes statutory, standing and ad hoc committees but does not include a board of inquiry appointed under the RHPA;

“**committee member**” means a member of a committee of the College;

“**councillor**” means a member of the Council of the College and includes public councillors, elected councillors and the **selected councillor**;

“**designated address**” means

- i) where the **member-registrant** is engaged in the practice of chiropracidy in Ontario, the location in Ontario which is the **member's-registrant's** business address on the register of the **College**; or
- ii) where the **member-registrant** does not engage in the practice of chiropracidy in Ontario, the **member's-registrant's** principal Ontario residence;

“elected councillor” means a member of Council described in clause 7(1)(a) of the **Act** and includes a **member** elected or appointed to fill a vacancy;

“election of councillors” means the election which takes place in June of each year in accordance with the by-laws of the College and, except where the context otherwise requires, includes a by-election;

“fee” and “Annual Fee” means as those terms are defined in By-Law No. 2;

“First Council Meeting” means the first regular Council meeting held after the June election of councillors;

“member” “registrant” means a member of the **College** as that term is used in the RHPA and the **Act**;

“non-council committee member” means a **member** who is not a councillor and is appointed to statutory committees and includes a member appointed to fill a vacancy;

“podiatrist councillor” means an **elected councillor** who is the holder of a certificate of registration in the podiatrist class;

“public councillor” means a councillor who is appointed to Council by the Lieutenant Governor in Council;

“RHPA” means the *Regulated Health Professions Act, 1991*, Statutes of Ontario, 1991, Chapter 18, as amended from time to time and includes the Health

Professions Procedural Code being Schedule 2 of the **RHPA**, as amended from time to time;

“Regulations” means the Regulations passed pursuant to the **Act** or the **RHPA**, including any amendments made from time to time;

“Schedule” means a Schedule of a by-law of the **College**;

“selected councillor” means a member of Council described in clause 7(1)(c) of the **Act** who is selected as a councillor from the faculty of the Ontario Chiropractic Program in accordance with the by-laws of the **College**;

“standing committee” means a **committee** of the **College** which is not a statutory committee but which is specifically established by the by-laws of the **College** and stands ready to perform those duties assigned to it under the by-laws or by Council;

“statutory committee” means a **committee** of the **College** required by or provided for under the **RHPA**.

2. BY-LAWS

- 2.01** By-laws of the **College** may be enacted, amended or revoked by a vote of at least two-thirds of the **councillors** present at a Council meeting duly called for the purpose of considering such enactment, amendment or revocation.
- 2.02** Notice of a motion to enact, amend or revoke a by-law shall be given to Council at least ten days prior to the meeting referred to in Article 2.01.
- 2.03** Every by-law shall be signed by the Registrar and one of the President or Vice-President and sealed.
- 2.04** Every by-law, including any amendment or revocation of a by-law, shall be maintained in a book containing all of the **College's** by-laws.

3. NAME

- 3.01** The **College** shall be known as the College of Chiropractors of Ontario.

4. SEAL

- 4.01** The seal, an impression of which is impressed in the margin, shall be the seal of the **College**.
- 4.02** Any person authorized to sign any document on behalf of the **College** which requires the **College** seal may affix the seal to it.

5. HEAD OFFICE

- 5.01** The head office of the **College** is in the City of Toronto or at such other place as Council may determine from time to time.

6. QUORUM

- 6.01** Unless specifically provided for otherwise under the **Act**, the **RHPA** or this by-law, a majority of **councillors** constitutes a quorum for any meeting of Council and three **committee members** constitutes a quorum for a meeting of a **committee**.
- 6.02** In determining whether a quorum of Council is present, the number of **councillors** shall be deemed not to be reduced as a result of any vacancy.
- 6.03** A **committee** of the **College** shall be considered properly constituted despite the presence of a vacancy or vacancies so long as the **committee** continues to have a quorum.
- 6.04** If a quorum is lost prior to the intended commencement of a Council meeting or at any time during a Council meeting the presiding officer/chair may, notwithstanding that there is no quorum, adjourn the meeting and reconvene that meeting if, as, and when a quorum is present, so long as the meeting is reconvened on a day or days previously scheduled for that meeting of Council.

7. FISCAL YEAR

- 7.01** The fiscal year of the **College** shall be 01 January to and including 31 December.

8. MEETINGS OF COUNCIL

- 8.01** Council shall have at least three regular meetings during each calendar year.
- 8.02** Council shall determine the date, time and place in Ontario of all regular meetings, however, if Council should fail to indicate the place of the meeting, the meeting shall take place at the head office of the **College**.
- 8.03** Special meetings of Council may be called by

- i) the President;
- ii) the Executive Committee; or
- iii) the Registrar upon receipt of a written request or requests for a meeting signed by at least six **councillors** and containing the matter or matters for decision at the meeting.

8.04 Special meetings called by the President shall be held on the date and at the time and place designated by the President; special meetings called by the Executive Committee shall be held on the date and at the time and place designated by the Executive Committee; and special meetings called by the Registrar shall be held on the date and at the time and place designated by the Registrar.

8.05 Council may determine to hold a regular meeting **by teleconference**.

8.06 Where a special meeting is called by the President, he or she may designate the meeting to be held **by teleconference**; where a special meeting is called by the Executive Committee, it may designate the meeting to be held **by teleconference**; and where a special meeting is called by the Registrar, he or she may designate the meeting to be held **by teleconference**.

8.07 For the purposes of section 7 of the **Code**,

- i) meetings of Council held **by teleconference** shall be deemed to be held at the head office of the **College** unless Council otherwise determines; and
- ii) the Registrar shall ensure that notice of the meeting is given to the public by publishing notice on the **College's** website and if the Registrar or the Executive Committee consider it necessary or desirable by also publishing notice in a newspaper which is generally circulated throughout Ontario.

8.08 The Registrar shall give each **councillor** reasonable notice in writing of the date, time and place of all Council meetings.

8.09 In the case of a regular meeting, the notice referred to in Article 8.08 shall be sent by ordinary prepaid first class mail, e-mail, courier, facsimile or such other method as is reasonable to provide notice to each **councillor** at least ten days before the meeting.

8.10 In the case of a special meeting, the notice referred to in Article 8.08 shall be provided by e-mail, courier, facsimile or such other method as is reasonable to provide notice to each **councillor** at least three days before the meeting.

8.11 The Registrar shall include in or with the notification of a special meeting the matters for decision which are to be dealt with at the special meeting.

8.12 A **councillor** may, at any time, waive notice of a meeting.

8.13 Council may consider

- i) at a special meeting,
 - a) the matter or matters for decision at the meeting for which notice was given under Article 8.11;
 - b) matters brought by the Executive Committee; and
 - c) routine and procedural matters; and
- ii) at a regular meeting,
 - a) matters contained within the agenda approved by the President or the Executive Committee;
 - b) matters brought by the President or the Executive Committee;
 - c) recommendations and reports by **committees**;
 - d) motions or matters where notice was given by a **councillor** at a preceding Council meeting or where written notice has been given by a **councillor** to the Registrar or the President at least thirty days in advance of the meeting;
 - e) such other matters, not included in the agenda, that at least two-thirds of the **councillors** in attendance determine to be of an urgent nature; and
 - f) routine and procedural matters.

8.14 The President, or another **councillor** appointed by the President for the purpose, shall act as the chair and preside over meetings of Council.

8.15 Where for any reason the President or his or her appointee is unable or unwilling to preside over a meeting of Council, Council shall, by resolution, appoint a **councillor** or another person to act as the chair and to preside over the meeting.

- 8.16** Unless otherwise required by law or by the by-laws, every motion which properly comes before Council shall be decided by a simple majority of the votes cast at the meeting by **councillors** present.
- 8.17** In the event of a tie vote, the motion is defeated.
- 8.18** A vote by secret ballot shall be used where the by-laws require it as well as where Council determines by resolution to vote in that manner.
- 8.19** Except where a secret ballot is required or at a meeting held **by teleconference**, every vote at a Council meeting shall be by a show of hands but, if any two **councillors** so require, a roll call vote shall be taken.
- 8.20** A vote at a Council meeting held **by teleconference** shall be taken in such manner as determined by the chair unless a **councillor** requests a roll call vote in which event a roll call vote shall be taken.
- 8.21** In taking a vote, other than one conducted by secret ballot, the chair may first determine those **councillors** in favour, opposed, and abstaining after which the chair may cast his or her vote.
- 8.22** The chair is not required to vote whether or not that vote would affect the outcome.
- 8.23** Except where inconsistent with the **RHPA**, the **Act**, the **Regulations** or the by-laws of the **College**, the procedures as set out in *The Standard Code of Parliamentary Procedure* by Sturgis shall be the procedures to be followed for meetings of Council.
- 8.24** Minutes of a meeting of Council shall
- i) be taken and include a record of all motions, recommendations and decisions;
 - ii) be circulated to all **councillors**;
 - iii) be approved at a subsequent meeting of Council; and
 - iv) once approved, be signed by the chair or by the person presiding as chair at the meeting at which the minutes were approved, and promptly thereafter provided to the Registrar.

8.25 A resolution, including a by-law, signed by all **councillors** is as valid and effective as if passed at a meeting of Council called, constituted and held for that purpose and shall be effective on the date the last **councillor** signed the resolution.

8.26 A resolution referred to in Article 8.25 may be signed in counterparts.

9. OFFICERS

9.01 The officers of the **College** shall be the President, the Vice-President and the Registrar as well as such other officers as Council shall determine from time to time.

10. ELECTION AND REMOVAL OF PRESIDENT, VICE-PRESIDENT AND OTHER OFFICERS

10.01 At the **First Council Meeting** each year, Council shall elect by secret ballot from among **councillors** eligible for election the President and the Vice-President, in accordance with this by-law and the “Process for Election of Council Officers” as set out in **Schedule 1**.

10.02 Unless otherwise provided in this by-law, the term of office of the President and Vice-President shall commence immediately following the election and continue until the next election for the offices of President and Vice-President.

10.03 In the event that the President ceases to be a member of Council, the position of President automatically becomes vacant and in the event the Vice-President ceases to be a member of Council, the position of Vice-President automatically becomes vacant.

10.04 The President or the Vice-President may be removed from office by a vote of at least two-thirds of the **councillors** present at a Council meeting duly held for that purpose.

10.05 Any other officer may be removed from office by a majority vote of Council at a Council meeting duly held for that purpose.

10.06 In the event that the President or Vice-President is removed from office, Council shall elect a new President or Vice-President to hold office for the remainder of the term.

10.07 In the event that the President or Vice-President resigns or dies or the position of President or Vice-President becomes vacant for any other reason, Council shall elect a new President or Vice-President to hold office for the remainder of the term.

10.08 The removal from office of an officer who is also an employee of the **College** shall not of itself constitute termination of employment.

11. PRESIDENT

11.01 The President shall,

- i) if present, preside as chair at all meetings of Council unless the President designates an alternate chair for all or any portion of the meeting;
- ii) be the chair of the Executive Committee;
- iii) perform all duties and responsibilities pertaining to ~~his or her~~their office and such other duties and responsibilities as may be decided by Council; and
- iv) unless otherwise provided by by-law or determined by Council, be an ex officio member of all standing and ad hoc committees of the **College** with the right to vote.

11.02 In the event that the President is unable to perform the duties of the President, ~~he or she~~they may designate the Vice-President to perform those duties and the Vice-President shall then have all the powers and responsibilities of the President until the first of the following events occurs:

- i) the President determines that ~~he or she~~they are-is again able to perform the duties of President;
- ii) the next meeting of the Executive Committee; or
- iii) the next meeting of Council.

11.03 In the event that the President has appointed a designate in accordance with Article 11.02 and the Executive Committee approves the President’s designate or no meeting of the Executive Committee is convened prior to the next meeting of Council, the Vice-President shall have all the powers and responsibilities of the President until the next meeting of Council, at which meeting Council shall either appoint an Acting President to serve until the President becomes able to perform the duties of the President or remove the President from office and elect a new President in accordance with Articles 10.04 and 10.06.

11.04 In the event that the President is unable to perform the duties of the President and has not appointed a designate in accordance with Article 11.02 or in the event that the Executive Committee meets prior to the next meeting of Council but refuses to approve the President's designate, the Executive Committee shall appoint a **councillor** as Acting President and ~~he or she~~they shall have all the powers and responsibilities of the President until the first of the following events occurs:

- i) the President determines that ~~he or she is~~they are again able to perform the duties of President;
- ii) the next meeting of Council, at which meeting Council shall either appoint an Acting President to serve until the President becomes able to perform the duties of the President or remove the President from office and elect a new President in accordance with Articles 10.04 and 10.06.

12. REGISTRAR

12.01 The Registrar shall be appointed by Council and shall be the CEO of the **College**.

12.02 The terms of employment of a Registrar hired after this Article comes into force shall be set out in a written employment contract approved by the Executive Committee and shall be consistent with the **College** personnel policy in effect at the time such contract is approved.

12.03 No candidate for the position of Registrar shall be offered a contract of employment until that candidate has been approved by Council.

- 12.04** Despite subsection 12(1) of the **Code**, the Executive Committee shall not exercise the authority of Council under Article 12.01.
- 12.05** The Registrar shall perform those duties and responsibilities set out in the **RHPA**, the **Act**, the **Regulations** and the by-laws of the **College** as well as such duties and responsibilities as shall be assigned to the position by Council.
- 12.06** In addition to the duties referred to in Article 12.05, the Registrar may, from time to time,
- i) sign summonses, notices and orders on behalf of the **College** or any **committee** of the **College**;
 - ii) hire persons to act in the capacity of inspectors, investigators and/or assessors of the **College** to perform such duties as may be determined by the Registrar;
 - iii) manage and maintain the **College** property including disposing of **College** furniture and equipment which becomes obsolete, worn out or is no longer required by the **College**; and
 - iv) perform such other functions consistent with the Registrar's role as CEO.

13. ACTING REGISTRAR

- 13.01** If a vacancy occurs in the office of the Registrar, the Executive Committee or Council shall appoint an Acting Registrar.
- 13.02** If the Registrar is temporarily absent or otherwise temporarily unable to act, the Deputy Registrar shall act as the Acting Registrar until such time as the Registrar is able to resume the duties of the Registrar, or the Executive Committee or Council appoints another Acting Registrar.
- 13.03** Where the Executive Committee appoints or approves an Acting Registrar, that appointment shall be valid only until the next meeting of Council unless ratified by Council.
- 13.04** The Deputy Registrar and a person appointed as Acting Registrar shall have all the statutory authority, duties and responsibilities of the Registrar including those contained in the **RHPA**, the **Act**, the **Regulations** and by-laws of the **College**.

14. COMMITTEES

- 14.01** In addition to **statutory committees**, Council may establish by by-law **standing committees** and may from time to time establish by resolution ad hoc committees.
- 14.02** Council shall determine by by-law the composition and terms of reference of any **standing committee** and by resolution the composition and terms of reference of any ad hoc committee.
- 14.03** The authority of each **committee** of the **College** shall be determined by Council and shall be deemed to include the authority and responsibility vested in the **committee** by the **RHPA** given to the **committee** under the by-laws of the **College** or assigned to the **committee** from time to time by Council.
- 14.04** Where Council delegates to a **committee** any power or authority not specifically provided to that **committee** under the **RHPA** or the by-laws of the **College**, the exercise of such power or authority by such **committee**, unless expressly provided by Council, is subject to the approval of Council.
- 14.05** Save and except for the filling of vacancies, Council shall appoint the **committee members** to each **committee** as well as a chair of each **committee** giving due consideration to the recommendations, if any, of the Executive Committee acting as a nominating **committee**.
- 14.06** Save and except for the filling of vacancies, appointments to **statutory** and **standing committees** as well as ad hoc committees whose terms of reference have yet to be completed shall take place at the **First Council Meeting**.

15. STATUTORY COMMITTEES

- 15.01** The **statutory committees** of the **College** are the Executive Committee, Registration Committee, Complaints Committee, Discipline Committee, Fitness to Practise Committee, Quality Assurance Committee and the Patient Relations Committee as well as any other **committees** required under the **RHPA**.

16. EXECUTIVE COMMITTEE

- 16.01** The Executive Committee shall be composed of five **councillors** and shall include:

- i) the President;
- ii) the Vice-President;
- iii) at least one **chiropracist councillor**;
- iv) at least one **podiatrist councillor**; and
- v) at least two **public councillors**. (amended June 4, 2010)

16.02 Two members of the Executive Committee shall be **public councillors**.

16.03 In addition to the duties provided to the Executive Committee under the **RHPA** and by-laws of the **College**, the Executive Committee shall, in conjunction with the Audit Committee, act in an advisory capacity to Council on the financial affairs of the **College** and without limiting the generality of the foregoing shall

- i) oversee the preparation of the annual budget for the College which shall include a budget for each **committee** of the **College**; and
- ii) annually present a budget for the approval of Council.

17. REGISTRATION COMMITTEE

17.01 The Registration Committee shall be composed of

- i) at least two **elected** or **selected councillors**; and
- ii) at least one **public councillor**.

18. INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE

18.01 The Inquiries, Complaints and Reports Committee shall be composed of

- i) at least three **elected** or **selected councillors**;
- ii) at least two **public councillors**; and

- iii) at least one **non-council committee member**.

19. DISCIPLINE COMMITTEE

19.01 The Discipline Committee shall be composed of

- i) at least two **elected or selected councillors**;
- ii) at least three **public councillors**; and
- iii) at least one **non-council committee member**.

20. FITNESS TO PRACTISE COMMITTEE

20.01 The Fitness to Practise Committee shall be composed of

- i) at least one **elected or selected councillor**;
- ii) at least one **public councillor**; and
- iii) at least one **non-council committee member**.

21. QUALITY ASSURANCE COMMITTEE

21.01 The Quality Assurance Committee shall be composed of

- i) at least one **elected or selected councillor**;
- ii) at least one **public councillor**; and
- iii) at least one **non-council committee member**.

22. PATIENT RELATIONS COMMITTEE

22.01 The Patient Relations Committee shall be composed of

- i) at least one **elected** or **selected councillor**;
- ii) at least two **public councillors**; and
- iii) at least one **non-council committee member**.

23. STANDING COMMITTEES

ELECTIONS COMMITTEE

- 23.01** The Elections Committee shall be a **standing committee** of the **College** composed of at least three **public councillors**.
- 23.02** The President shall not be an ex-officio member of the Elections Committee.
- 23.03** The Elections Committee's responsibilities include, but are not limited to,
- i) dealing with disputes relating to election of **elected councillors** and other matters provided in the by-laws;
 - ii) dealing with such other disputes or issues referred to it by Council or the Executive Committee; and
 - iii) studying and making recommendations to Council on improving the election process.

STRATEGIC PLANNING COMMITTEE

- 23.1.01** The Strategic Planning Committee shall be a standing committee of the College composed of **councillors** appointed by the Executive Committee, at least one of whom is a **public councillor**.
- 23.1.02** The President shall be an ex-officio member of the Strategic Planning Committee if the President is not appointed to that Committee.
- 23.1.03** The Strategic Planning Committee's responsibilities include, but are not limited to identifying key strategic goals and actions that in its opinion will need to be taken by Council over the next five years and considering and making recommendations to Council on those goals and actions; and

- i) studying and making recommendations to Council on any matter within its responsibility or any other matter referred to it by Council or the Executive Committee.

REGISTRAR'S PERFORMANCE AND COMPENSATION COMMITTEE

- 23.1.1.01** The Registrar's Performance and Compensation Review Committee shall be a standing committee of the College composed of at least three **councillors**, at least one of whom is a **public councillor**, and, subject to Article 23.1.1.02, shall include at least one **councillor** who is a member of the Executive Committee, and at least one **councillor** who is not a member of the Executive Committee.
- 23.1.1.02** The President shall be an ex-officio member of the Committee but with no right to vote.
- 23.1.1.03** The Registrar's Performance and Compensation Review Committee's responsibilities include, but are not limited to
- i) annually conducting a performance review of the Registrar and presenting the results of that review to Council;
 - ii) annually conducting a compensation review for the Registrar;
 - iii) with the prior approval of the Executive Committee or Council, engaging a consultant to assist in determining the appropriate compensation [including salary and benefits] for the Registrar, including the performing of a market survey; and
 - iv) presenting to Council the results of all compensation reviews conducted by the Registrar's Performance and Compensation Review Committee, including a copy of any market survey obtained by the Committee, along with any recommendations it has in connection with changes to the Registrar's compensation; and
 - v) studying and making recommendations to Council on any matter within its responsibility or any other matter referred to it by Council, or the Executive Committee.

AUDIT COMMITTEE

- 23.2.01** The Audit Committee shall be a standing committee of the College composed of three councillors, at least one of whom shall be a public councillor.
- 23.2.02** The President shall not be a member or ex-officio member of the Committee.
- 23.2.03** The Audit Committee's responsibilities include, but are not limited to,
- i) acting in an advisory capacity to Council on the financial affairs of the College and, without limiting the generality of the foregoing, the Committee shall
 - a) review interim financial statements;
 - b) review draft audit reports;
 - c) oversee the implementation of audit recommendations;
 - d) oversee the reserves of the College;
 - e) 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; and
 - f) report at least annually to Council on the financial affairs of the College; and
 - ii) 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.

Sedation Committee

- 23.3.01** The Sedation Committee shall be a standing committee of the College composed of those persons who are members of the Quality Assurance Committee, and the chair of the Sedation Committee shall be the chair of the Quality Assurance Committee.
- 23.3.02** The Sedation Committee's responsibilities include:

- i) such functions as provided to it 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
- ii) 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.

Standards and Guidelines Committee

23.4.01 The Standards and Guidelines Committee shall be a standing committee of the College composed of

- i) at least one elected or selected councillor;
- ii) at least one public councillor; and
- iii) at least one non-council committee member.

23.4.02 The President shall be an ex-officio member of the Standards and Guidelines Committee.

23.4.03 The Standards and Guideline Committee's responsibilities are to assist the Executive Committee and Council in developing and amending Standards of Practice, Guidelines, Advisories, policies and other documents, when requested or directed to do so by the Executive Committee or Council.

23.4.04 A quorum of the Standards and Guidelines Committee is a majority of the Committee.

24. APPOINTMENTS TO COMMITTEES

24.01 At the **First Council Meeting** following the election of Council officers and the other members of the Executive Committee, Council will recess.

- 24.02** During the recess, the Executive Committee acting as a nominating **committee** shall meet and develop a slate of candidates and a recommendation for a chair for
- i) each **statutory committee**;
 - ii) each **standing committee**;
 - iii) each ad hoc committee whose terms of reference have yet to be completed; and
 - iv) other **committees** which Council has directed be composed at that meeting for consideration of Council. The Executive Committee shall have regard for the composition requirements of each **committee** and follow any protocol approved by Council.
- 24.03** Upon Council reconvening, the Executive Committee will present the slate of candidates for **committees** and its recommendations for chairs to Council for its consideration and, subject to any amendment by Council, ratification.
- 24.04** Once ratified, each person on the slate of candidates for **committees** shall be deemed to have been appointed to that **committee** by Council and the chair shall be deemed to be the chair of that **committee**.
- 24.05** Unless specifically provided otherwise, any eligible person may be re-appointed to a **committee**.
- 24.06** Where for any reason Council fails to appoint a new **committee** at the time or times provided for in this by-law, the existing members of the **committee** shall continue to serve as the **committee** and the chair as its chair, provided that a quorum exists.

25. COMMITTEE AND PANEL CHAIRS

- 25.01** A chair of a **committee** other than the Executive Committee shall be removed as chair on receipt by the Executive Committee of a requisition signed by a majority of the members of the **committee** or by a vote of a majority of the members of the **committee** present at a meeting duly called for that purpose.

- 25.02** Where a chair is removed by the vote of a **committee**, the **committee** shall elect a new interim chair by secret ballot, who shall serve as chair until a chair is appointed under Article 25.03.
- 25.03** Where a chair is removed under Article 25.01 or where the position of chair becomes vacant for any other reason, the Executive Committee shall appoint a chair.
- 25.04** For greater clarity, where an interim chair has been appointed under Article 25.02, the Executive Committee may appoint the interim chair as the chair.
- 25.05** Articles 25.01 and 25.02 also apply to a chair appointed under Article 25.03.
- 25.06** Where a chair of a **committee** selects a panel which does not include the chair, the chair shall designate a panel chair from among the panel members or failing that, the panel shall select a panel chair from among its panel members.
- 25.07** Where a panel includes the chair of a **committee**, the chair shall chair the panel unless the chair designates another panel chair from among the panel members.

26. COMMITTEE VACANCIES

- 26.01** Where one or more vacancies occur in the membership of a **committee**, the **committee members** constitute the **committee** until such time as the vacancy shall be filled, so long as the **committee** continues to have a quorum.
- 26.02** Where a vacancy occurs in respect of the membership of a **committee** other than the Executive Committee, the Executive Committee may, and if necessary for such **committee** to achieve its quorum shall, appoint a person(s) to fill any vacancy in the membership of such **committee**.
- 26.03** Where the vacancy to be filled was the chair of a **committee**, the Executive Committee shall also appoint a chair for that **committee**.
- 26.04** A member of a **committee** appointed by the Executive Committee in accordance with Article 26.02 or a chair of a **committee** appointed by the Executive Committee in accordance with Article 25.03 or Article 26.03 is subject to

confirmation by Council but continues to be a member of the **committee** or the chair of that **committee** until confirmed or replaced by Council.

- 26.05** Should Council determine not to confirm the Executive Committee's appointment made under Article 26.02, it shall appoint another person in replacement of the member so appointed by the Executive Committee.
- 26.06** Should Council determine not to confirm the Executive Committee's appointment of a chair under Article 26.03 it shall appoint another person as chair in replacement of the chair so appointed by the Executive Committee.
- 26.07** A member of a **committee** who is a **councillor** may be removed from the **committee** for any reason by a vote of at least two-thirds of the **councillors** present at a meeting of Council.
- 26.08** A member of a **committee** who is not a **councillor** may be removed from the **committee** for any reason by resolution of Council.
- 26.09** Article 26.08 applies equally to a **committee member** who is neither a **councillor** nor a **non-council committee member**.
- 26.10** The authority of Article 26.07 and Article 26.08 is in addition to Council's authority to disqualify a **councillor** or a **non-council committee member** in accordance with this by-law.

27. COMMITTEE MEETINGS

- 27.01** In this Article "meeting" does not include a hearing pursuant to the **Code**.
- 27.02** **Committee** meetings may be held in person or, at the direction of the chair, **by teleconference**.
- 27.03** Each **committee** shall meet at the call of its chair on the date and time designated by the chair and at such intervals as are necessary to perform the responsibilities of that **committee**.
- 27.04** Except for meetings held **by teleconference**, all meetings shall be held at the head office of the **College** or such other location approved by the Registrar.

- 27.05** Reasonable efforts shall be made to notify all of the **committee members** of every meeting and to arrange meeting dates and times which are convenient to the **committee members**.
- 27.06** The chair or his or her appointee for the purpose shall preside over meetings of the committee.
- 27.07** Except as otherwise provided in the by-laws, every motion which comes before a **committee** shall be decided by a majority vote cast at the meeting including that of the chair and in the case of a tie vote the motion is defeated.
- 27.08** A vote at a **committee** meeting held **by teleconference** shall be taken in such manner as determined by the chair unless a **committee member** requests a roll call vote in which event a roll call vote shall be taken.
- 27.09** In taking a vote, other than one conducted by secret ballot, the chair may first determine those **committee members** in favour, opposed, and abstaining after which the chair may cast his or her vote.
- 27.10** The chair is not required to vote whether or not that vote would affect the outcome.
- 27.11** Minutes of a **committee** meeting shall
- i) be taken and include a record of all motions, recommendations and decisions;
 - ii) be circulated to all **committee members**;
 - iii) be approved at a subsequent **committee** meeting; and
 - iv) once approved, be signed by the chair or by the person presiding as chair at the meeting at which the minutes were approved and promptly thereafter be provided to the Registrar.
- 27.12** The chair of the **committee** shall sign all records, reports or other forms related to the **committee's** activities.

28. BOARD OF INQUIRY

- 28.01** When the Executive Committee appoints a Board of Inquiry it shall appoint one of the members of the Board to serve as chair.
- 28.02** Meetings of the Board of Inquiry may be held in person or, at the direction of the chair, **by teleconference**.
- 28.03** Minutes of a Board of Inquiry shall be taken and include a record of all motions, recommendations and decisions.
- 28.04** Minutes shall be circulated to all members of the Board which held the inquiry.
- 28.05** The chair of the Board of Inquiry shall sign all minutes, records or other forms related to the Board's activities.

29. INDEMNITY FOR COUNCILLORS, OFFICERS AND OTHERS

- 29.01** Every **councillor**, every **committee member**, every officer, and every employee of the **College**, including any assessor, monitor or inspector, and each of his or her heirs, executors, administrators and other personal representatives shall at all times be indemnified and saved harmless out of the funds of the **College** from and against any liability including reasonable costs, charges and expenses whatsoever which such person reasonably sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against him or her as a result of the execution or intended execution of the duties of his or her office or employment save and except any liability or costs, charges or expenses that are occasioned by his or her own willful neglect or default or because he or she failed to act in good faith.

30. INSURANCE

- 30.01** The Registrar shall ensure that the **College** maintains insurance coverage to protect the property and assets of the **College** in such form as may be determined from time to time and, without limiting the generality of the foregoing, shall, to the extent reasonably practical, maintain indemnity insurance to provide coverage for the indemnity referred to in Article 29.01.

31. BANKING

- 31.01** In this Article “bank” means the bank appointed under Article 31.02.
- 31.02** Council shall appoint one or more banks chartered under the Bank Act, Canada for the use of the **College**, provided that the bank has been approved by Council.
- 31.03** All money belonging to the **College** shall be deposited in the name of the **College** with the bank.
- 31.04** The Registrar may endorse any negotiable instrument for collection on account of the **College** through the bank or for deposit to the credit of the **College** with the bank, if required for that purpose. The **College’s** rubber stamp may be used for such endorsement.
- 31.05** Securities and other financial documents will be held for safekeeping in the name of the **College** in the bank or in an account with a brokerage house approved by Council.

32. INVESTMENTS

- 32.01** The Registrar shall invest **College** funds that are not expected to be required during the following sixty days in investments authorized by this by-law.
- 32.02** **College** funds may be invested in
- i) securities issued or guaranteed by any one or more of the following:
 - 1. the Government of Canada;
 - 2. the Government of any province of Canada;
 - 3. the Canadian Imperial Bank of Commerce, Canadian Western Bank, Bank of Montreal, Laurentian Bank of Canada, National Bank, Royal Bank, ScotiaBank or TD Canada Trust or such other bank approved by Council; and
 - ii) other investments approved by Council.

33. EXPENDITURES

33.01 Council shall annually approve

- i) an operating expense and revenue budget for each fiscal year; and
- ii) a capital budget for each fiscal year.

33.02 The Registrar may authorize all budgeted expenditures provided that the expenditure would not cause the total of the annual operating expense budget or the total of the annual capital budget to be exceeded.

33.03 The Registrar may also authorize expenditures that were not contemplated by the operating expense or capital budgets or that exceed the amounts set out in those budgets for any item of expense, provided that the Registrar is satisfied that

- i) the contemplated expenditures would not compromise Council's annual objectives; and
- ii) neither the operating expense nor capital budget for the fiscal year will be exceeded.

33.04 Where the Registrar authorizes an expenditure under Article 33.03, the Registrar shall report that action to the Executive Committee at its next meeting.

33.05 The Executive Committee may authorize the Registrar to make expenditures where it is anticipated that the operating expense or capital budgets for the fiscal year will be exceeded, provided that the Executive Committee is satisfied that the contemplated expenditure would not compromise Council's annual objectives.

33.06 Where the Registrar authorizes an expenditure under Article 33.03 or where the Executive Committee authorizes an expenditure under Article 33.05, a report of that action shall be made to Council at its next meeting.

33.07 Unless otherwise authorized by Council or the Executive Committee, no contract or commitment for expenditure for goods and services, excluding employment contracts, of \$25,000 or more shall be entered into by the **College** unless and until at least three competitive bids have been obtained and the contract or commitment for expenditure is approved by Council.

34. BORROWING

34.01 Council may, from time to time,

- i) borrow money upon the credit of the **College**;
- ii) limit or increase the amount or amounts which may be borrowed;
- iii) issue, sell or pledge debt obligations of the **College** including without limitation bonds, debentures, notes or similar obligations of the **College**, whether secured or unsecured; and
- iv) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the **College**, currently owned or subsequently acquired, to secure any such debt or obligations or any money borrowed, or debt or liability of the **College**.

34.02 Council may authorize one or more officers or **councillors** as may be determined by Council to exercise the powers conferred in Article 34.01 in such manner as Council shall determine.

35. CHEQUES

35.01 Cheques and other forms of payments requiring the signature of the **College** shall be signed by the Registrar and one of the President or Vice-President unless the amount is less than \$15,000.00 in which case the signature of the Registrar alone shall be sufficient.

36. CONTRACTS AND OTHER DOCUMENTS

36.01 Subject to Article 36.02, contracts, documents or instructions in writing requiring the signature of the **College** shall be signed by

- i) any one of the President, Vice-President or Registrar provided the total expenditure under the contract is reasonably expected not to exceed \$15,000; and

- ii) any two of the President, Vice-President or Registrar where the total expenditure under the contract is reasonably expected to exceed \$15,000.

36.02 Council may from time to time by resolution authorize a person or persons on behalf of the **College** either to sign contracts, documents or instruments in writing generally or to sign specific contracts, documents or instruments in writing.

37. GRANTS

37.01 Council may by a vote of at least two-thirds of the **councillors** present at a meeting duly called for that purpose make grants to third parties

- i) to advance the scientific knowledge or the education of persons wishing to practise the profession;
- ii) to maintain or improve the standards of practice of the profession; or
- iii) to provide public information about, and encourage interest in, the past and present role of the profession in society.

38. MEMBERSHIP IN NATIONAL ORGANIZATIONS

38.01 Council may by a vote of at least two-thirds of the **councillors** present at a meeting duly called for that purpose authorize the **College** to obtain membership in a national organization of a body with similar function to that of the **College** and to pay annual assessments in relation to that membership.

38.02 Where Council authorizes membership under Article 38.01, it shall, if necessary, determine how the **College** will be represented on that national organization.'

39. CERTIFICATES OF REGISTRATION

39.01 Certificates of registration shall bear the signatures of the Registrar and President or a likeness thereof.

40. FINANCIAL AUDIT

- 40.01** Council shall annually appoint auditors to audit the accounts of the **College** and to hold office for the ensuing year.
- 40.02** Financial statements for the **College** shall be prepared promptly at the close of each fiscal year and audited financial statements shall be presented annually to Council.
- 40.03** In the event that the auditors are unable to continue their duties as agreed or in the event that Council is dissatisfied with the auditors, Council may appoint new auditors.
- 40.04** The auditors shall have a right of access at all reasonable times to all records, documents, books, accounts and vouchers of the **College** and are entitled to require from the **councillors**, officers and employees such information as is necessary in their opinion to enable them to report as required by law or under this by-law.
- 40.05** The auditors may be invited by the President or the Registrar to attend the meeting at which the audited financial statements are presented to Council.

41. STIPENDS AND EXPENSES

- 41.01** Council officers who are not **public councillors, elected councillors, the selected councillor and non-council committee members** shall be paid a stipend and shall be reimbursed by the **College** for travelling and other expenses reasonably incurred in relation to the performance of their duties in accordance with the stipend and expense policy as approved from time to time by Council.
- 41.02** Persons who are neither **councillors** nor **non-council committee members** and who provide voluntary services to the **College** may be paid a stipend and be reimbursed by the **College** for travelling and other expenses reasonably incurred in relation to the performance of their duties but only if a stipend and expense policy has been approved by Council and in such case, the payment shall be made in accordance with the stipend and expense policy as approved from time to time by Council.

42. REGISTER

- 42.01** Subject to Article 42.02 a ~~member's~~ registrant's name in the register of the College shall be the ~~member's~~ registrant's name as provided in the documentary

evidence used to support the member's-registrant's initial registration and shall be consistent with the name used by the member-registrant on his or her/their degree or diploma which was the basis for his or her/their application for a certificate of registration.

42.02 The Registrar shall direct that a name other than as provided in Article 42.02 be entered in the register of the College if such a request is made by the member-registrant and the Registrar is satisfied that

- i) the member-registrant has validly changed his or her/their name; and
- ii) the use of the name is not for an improper purpose.

42.03 Unless otherwise approved by the Registrar, a member's-registrant's business address in the register of the College shall be the location in Ontario where the member-registrant principally engages in the practice of chiroprody.

42.04 A member's-registrant's business telephone number in the register of the College shall be the telephone number of the location referred to in Article 42.03.

42.05 Under subsection 23(2) of the Code and subject to certain exceptions contained in the Code, certain information must be contained in the College's register. As of May 30, 2017, the register is required to contain the following:

1. Each member's-registrant's name, business address and business telephone number, and, if applicable, the name of every health profession corporation of which the member-registrant is a shareholder.
2. Where a member-registrant is deceased, the name of the deceased member-registrant and the date upon which the member-registrant died, if known to the Registrar.
3. The name, business address and business telephone number of every health profession corporation.
4. The names of the shareholders of each health profession corporation who are members-registrants of the College.
5. Each member's-registrant's class of registration and specialist status.

6. The terms, conditions and limitations that are in effect on each certificate of registration.
7. A notation of every caution that a member-registrant has received from a panel of the Inquiries, Complaints and Reports Committee under paragraph 3 of subsection 26 (1) of the Code, and any specified continuing education or remedial programs required by a panel of the Inquiries, Complaints and Reports Committee using its powers under paragraph 4 of subsection 26 (1) of the Code.
8. A notation of every matter that has been referred by the Inquiries, Complaints and Reports Committee to the Discipline Committee under section 26 of the Code and that has not been finally resolved, including the date of the referral and the status of the hearing before a panel of the Discipline Committee, until the matter has been resolved.
9. A copy of the specified allegations against a member-registrant for every matter that has been referred by the Inquiries, Complaints and Reports Committee to the Discipline Committee under section 26 of the Code and that has not been finally resolved.
10. Every result of a disciplinary or incapacity proceeding.¹
11. A notation and synopsis of any acknowledgements and undertakings in relation to matters involving allegations of professional misconduct or incompetence before the Inquiries, Complaints and Reports Committee or the Discipline Committee that a member-registrant has entered into with the College and that are in effect.

¹ Under section 23(14) of the Code, “result” has the following definition:

(a) when used in reference to a disciplinary proceeding, means the panel’s finding that the member committed an act of professional misconduct or was incompetent, particulars of the grounds for the finding, a synopsis of the decision and the order made, including any reprimand, and where the panel has made no such finding, includes a notation that no such finding was made and the reason why no such finding was made, and

(b) when used in reference to an incapacity proceeding, means the panel’s finding that the member is incapacitated and the order made by the panel.

12. A notation of every finding of professional negligence or malpractice, which may or may not relate to the ~~member's~~registrant's suitability to practise, made against the member, unless the finding is reversed on appeal.
13. A notation of every revocation or suspension of a certificate of registration.
14. A notation of every revocation or suspension of a certificate of authorization.
15. Information that a panel of the Registration Committee, Discipline Committee or Fitness to Practise Committee specifies shall be included.
16. Where findings of the Discipline Committee are appealed, a notation that they are under appeal, until the appeal is finally disposed of.
17. Where, during or as a result of a proceeding under section 25 of the Code, a ~~member~~registrant has resigned and agreed never to practise again in Ontario, a notation of the resignation and agreement.
18. Where the College has an inspection program established under clause 95-(1)-(h) or (h.1) of the Code, the outcomes of inspections conducted by the College.
19. Information that is required to be kept in the register in accordance with Regulations made pursuant to clause 43-(1)-(t) of the *Regulated Health Professions Act, 1991*.²

² 1.(1) The following information, if known to the College, is prescribed information to be contained in a College's register for the purposes of paragraph 19 of subsection 23 (2) of the Code and is designated as information subject to subsection 23 (13.1) of the Health Professions Procedural Code in Schedule 2 to the Act:

1. If there has been a finding of guilt against a member under the *Criminal Code* (Canada) or the *Controlled Drugs and Substances Act* (Canada) and if none of the conditions in subsection (2) have been satisfied,
 - i. a brief summary of the finding,
 - ii. a brief summary of the sentence, and
 - iii. if the finding is under appeal, a notation that it is under appeal until the appeal is finally disposed of.
2. With respect to a member, any currently existing conditions of release following a charge for an offence under the *Criminal Code* (Canada) or the *Controlled Drugs and Substances Act* (Canada) or subsequent to a finding of guilt and pending appeal or any variations to those conditions.
3. If a member has been charged with an offence under the *Criminal Code* (Canada) or the *Controlled Drugs and Substances Act* (Canada) and the charge is outstanding,

20. Information that is required to be kept in the register in accordance with the by-laws.

42.05.01 ___ Subsection 23-(2) of the Code also prescribes other information that must be in the register and this information is set out in Regulation 261/18 under the *Regulated Health Professions Act, 1991*. The by-laws do not repeat the information in Regulation 261/18 but do state additional information that must be in the register and this information is set out under Article 42.06 below.

42.06 In accordance with the authorization provided by paragraph 20 of subsection 23(2) of the Code and subject to Articles 42.07, 42.08, 42.08.01, and 42.08.02, the following additional information shall be kept in the register of the College:

1. Any change to each ~~member's~~registrant's name which has been made in the register of the College since ~~he or she~~they first became registered with the College.
2. The classes of certificate of registration held by each ~~member~~registrant and the date on which each was issued.
3. The college, university or school from which the ~~member~~registrant received the ~~member's~~registrant's degree or diploma used to support

- i. the fact and content of the charge, and
 - ii. the date and place of the charge.
 4. If a Member has been the subject of a disciplinary finding or a finding of professional misconduct or incompetence by another regulatory or licensing authority in any jurisdiction,
 - i. the fact of the finding,
 - ii. the date of the finding,
 - iii. the jurisdiction in which the finding was made, and
 - iv. the existence and status of any appeal.
 5. If a member is currently licenced or registered to practice another profession in Ontario or a profession in another jurisdiction, the fact of that licensure or registration.
- (2) The conditions referred to in paragraph 1 of subsection (1) are the following:
1. The Parole Board of Canada has ordered a record suspension in respect of the conviction.
 2. A pardon in respect of the conviction has been obtained.
 3. The conviction has been overturned on appeal.
- (3) Nothing in this Regulation shall be interpreted as authorizing the disclosure of identifying information about an individual other than a member.
- (4) In this section, "identifying information" means information that identifies an individual or for which it is reasonably foreseeable in the circumstances that it could be utilized, either alone or with other information, to identify an individual.

the member's-registrant's current registration and the year in which the degree or diploma was obtained.

4. A list of the languages in which each member-registrant is capable of working.
5. The date on which each certificate of authorization was issued by the College.
6. Where a certificate of authorization is revised, a notation of the effective date of the revision.
7. Where a member-registrant is engaged in the practice of chiropractic in Ontario, the name and address of the person or business for whom or through which the member-registrant primarily engages in the practice of chiropractic in Ontario, if applicable.
8. Where a member-registrant resigned, the date upon which the resignation took effect.
- 9.1 Where a decision of a panel of the Inquiries, Complaints and Reports Committee made on or after October 1, 2015 includes a requirement that the member-registrant attend before a panel of that committee to be cautioned (as is authorized by paragraph 3 of subsection 26(1) of the Code),
 - a) a notation of that fact including a summary of the caution; the date of the panel's decision;
 - b) once the member-registrant has received the caution, a notation to that effect and the date the member-registrant received the caution; and
 - c) if applicable, a notation that the panel's decision is subject to a review or appeal and therefore not yet final.
- 9.2 Where a decision of a panel of the Inquiries, Complaints and Reports Committee made on or after October 1, 2015 includes a requirement that the member-registrant complete a specified continuing education or

remediation program (as is authorized by paragraph 4 of subsection 26(1) and subsection 26(3) of the Code),

- a) a notation of that fact including the specified continuing education or remediation program(s);
- b) the date of the panel's decision;
- c) upon completion of the specified continuing education or remediation program(s), a notation to that effect and the date of completion; and
- d) if applicable, a notation that the panel's decision is subject to a review or appeal and therefore not yet final.

10. Where a member-registrant has any terms, conditions or limitations in effect on his or her/their certificate of registration, the effective date of those terms, conditions and limitations, whether the terms, conditions and limitations were imposed or voluntary and where applicable, the committee responsible for the imposition of those terms, conditions and limitations.

10.1 ___ A summary of any existing restriction on the member's-registrant's right to practise that has been imposed by a Court or other lawful authority, if the College is aware of the restriction, including the name of the Court or other lawful authority that imposed the restriction, the date the restriction was imposed and where the restriction is under appeal, a notation of that fact, which notation shall be removed once the appeal is finally disposed of.

10.2 ___ Where a member-registrant resigned while a fitness to practise proceeding was outstanding, a notation of that fact.

10.3 ___ A summary of any existing restriction on the member's-registrant's right to practise that has resulted from an undertaking given by the member to the College or an agreement entered into between the member-registrant and the College.

11. Where a member has terms, conditions or limitations on ~~his or her~~their certificate of registration varied, the effective date of the variance of those terms, conditions and limitations and where applicable, the committee responsible for the variance of those terms, conditions and limitations.
12. Where a ~~member's~~registrant's certificate of registration is reinstated, the effective date of the reinstatement and where reinstated by a panel of the Discipline or Fitness to Practise Committee, the name of the committee responsible for the reinstatement.
13. Where a suspension on a ~~member's~~registrant's certificate of registration is lifted or otherwise removed, the effective date of the lifting or removal of that suspension and where applicable, the committee responsible for the lifting or removal of the suspension.
14. Where a certificate of registration or a certificate of authorization is revoked, suspended, cancelled or otherwise terminated, a notation of the effective date of the revocation, suspension, cancellation or other termination.
- 14.1 Where a ~~member's~~registrant's certificate of registration is suspended for non-payment of a fee, a notation of that fact and the date upon which the administrative suspension took effect.
- 14.2 Where a ~~member's~~registrant's certificate of registration is suspended for failure to submit to a physical or mental examination as required by the Inquiries, Complaints and Reports Committee, a notation of that fact and the date upon which the suspension took effect and, if applicable, the date upon which the suspension was lifted.
15. Where the Inquiries Complaints and Reports Committee has imposed an interim term, condition or limitation on the certificate of registration of a ~~member~~registrant in connection with an investigation which did not result in a referral to the Discipline Committee or the Fitness to Practise Committee, a notation of that fact, the nature of the order and its effective date, until the matter which was the subject of the investigation is finally concluded by the Inquiries, Complaints and Reports Committee.
- 15.1 Where the Inquiries, Complaints and Reports Committee has imposed an interim term, condition or limitation on the certificate of registration of a

member-registrant in connection with an investigation which resulted in a referral to the Discipline Committee or the Fitness to Practise Committee, a notation of that fact, the nature of the order and its effective date, until the referral is finally concluded by the Discipline Committee or the Fitness to Practise Committee.

16. Where one or more allegations of professional misconduct or incompetence has been referred to the Discipline Committee in respect of the member-registrant on or after October 1, 2015 and have not yet been disposed of,
 - a) the date of the referral;
 - b) a copy of the specified allegations;
 - c) the status of the hearing including the hearing date, if one has been set;
 - d) the next scheduled date for the continuation of the hearing if the hearing was adjourned to a specific date or, if the hearing was adjourned without a specific date, a notation to that effect; and
 - e) the Notice of Hearing.
17. Where the question of the member's-registrant's capacity has been referred to the Fitness to Practise Committee and not yet decided,
 - a) a notation of that fact; and
 - b) the date of the referral.
18. Where the results of a disciplinary proceeding are contained in the College's register, the date on which the panel of the Discipline Committee made its decision including, if applicable, the date on which the panel ordered any penalty.
19. Where a decision of the Discipline Committee has been published by the College with the member's-registrant's name included in any medium and the decision included a finding of professional misconduct or incompetence,
 - a) a notation of that fact; and

- b) identification of the specific publication of the College which contains that information.

19.1 ___ Where a decision of the Discipline Committee has been published by the College with the member's-registrant's name included in any medium but the decision did not make a finding of professional misconduct or incompetence,

- a) a notation of that fact; and
- b) identification of the specific publication of the College which contains that information.

20. Where the result of an incapacity proceeding is contained in the College's register, the date on which the panel made the finding of incapacity and the effective date of any order made by the panel.

21. A summary of any finding of guilt of which the College is aware if made by a Court on or after January 1, 2015 against a member-registrant, in respect of any offence, in any jurisdiction, that the Registrar believes is in the public interest to be posted on the register.

22. Any information the College and the member-registrant have agreed should be included in the register.

23. Any information the College and a health profession corporation to which the College has issued a certificate of authorization have agreed should be included in the register.

24. Where a member-registrant holds an Inhalation Certificate,

- a) a notation that the member-registrant is authorized by the College to administer a substance by inhalation; and
- b) the date on which the Inhalation Certificate was first issued.

25. Where a member's-registrant's Inhalation Certificate has been cancelled or voluntarily surrendered,

- a) a notation that the Inhalation Certificate has been cancelled or voluntarily surrendered, whichever the case may be; and
- b) the date it was cancelled or voluntarily surrendered, whichever the case may be.

42.07 A note required under paragraph 17 of Article 42.06 shall not include any detailed information about the subject matter of the proceeding or referral.

42.08 All of the information referred to in Articles 42.05 and 42.06 is information designated to be withheld from the public pursuant to subsection 23(6) of the Code such that the Registrar may refuse to disclose to an individual or post on the College's website any or all of that information if the Registrar has reasonable grounds to believe that disclosure of that information may jeopardize the safety of an individual.

42.08.01 Subject to the authority of the Code, all information required by the Code will remain on the Register.

42.08.02 Subject to the authority of the Code and the by-laws, all information required by the by-laws will remain on the Register.

Letter of Standing

42.09 Upon request by any person, the Registrar shall issue a letter of standing in respect of any ~~member~~registrant.

42.10 A letter of standing shall set out all the information in respect of the ~~member~~registrant contained in the register that is available to the public under Article 42 or under subsection 23(3) of the Code.

42.11 A person who requests a letter of standing shall pay a fee set by the Registrar but not to exceed \$25.00.

43. PROFESSIONAL LIABILITY INSURANCE

43.01 A ~~member~~registrant shall not practise unless the ~~member~~registrant provides the **College** with satisfactory evidence of

- i) professional liability insurance coverage of at least \$2,000,000; or
- ii) coverage of at least \$2,000,000 under a liability insurance policy carried by the member's registrant's employer.

44. INFORMATION FROM MEMBERS

44.01 The **College** shall forward to its members-registrants each year a request for information, in a form approved by the Registrar.

44.02 Each member-registrant shall accurately complete and return such form providing such information as may be requested including but not limited to

- i) ~~his or her~~their home address, being the address of the principal Ontario residence of the member-registrant, or if the member-registrant does not have a principal residence in Ontario, the address of the member's registrant's principal residence;
- i.1) ~~his or her~~their home phone number, cell phone number, e-mail address and facsimile number, to the extent the member-registrant has any or all of these;
- ii) where a member-registrant is engaged in the practice of chiropody, whether inside or outside of Ontario, information respecting all locations at which the member-registrant practices, including the name, address and telephone number of each of the member's-registrant's practice locations and the name of each person or business for whom or through which the member-registrant engages in the practice of chiropody, if applicable;
- iii) information respecting the member's-registrant's existing professional liability insurance coverage;
- iv) information respecting the member's-registrant's participation in the Quality Assurance Program;

- v) information required to be contained in the **College's** register pursuant to the by-laws, the **RHPA**, the **Act**, or the regulations under the **RHPA** or the **Act**;
- vi) information required to be provided to the **College** pursuant to the by-laws, the **RHPA**, the **Act**, or the regulations under the **RHPA** or the **Act**;
- vii) information that relates to the professional characteristics and activities of the member-registrant that may assist the **College** in carrying out its objects; and
- viii) information for the purposes of compiling statistical information to assist the **College** in fulfilling its objects.

- 44.03** The form required by Article 44.02 shall be fully completed by the member-registrant and returned to the **College**, together with payment of the Annual Fee, by the 14th day of February next following the forwarding of the form to the member-registrant.
- 44.04** Where a member-registrant fails for any reason to return a fully completed form and/or pay the Annual Fee as required by Articles 44.02 and 44.03, the Registrar shall cause the member-registrant to be notified in writing of that failure.
- 44.05** Where the Registrar causes written notice to be given to a member-registrant in accordance with Article 44.04 and a fully completed form and/or payment of the Annual Fee is not provided by the registrant to the **College** within thirty days of the date of that notice, the fees required by the by-laws shall immediately be payable by the member-registrant and the registrant's certificate of registration will be administratively suspended.
- 44.06** Where any of the information provided to the **College** under Article 44.02 ~~has been changed~~ changes, the member-registrant shall notify the Registrar in writing of the change within thirty days of the effective date of the change.
- 44.07** A member-registrant shall inform the **College** in writing of any change of citizenship or immigration status within thirty days of the change occurring.
- 44.08** A member-registrant shall, upon written request of the Registrar,

- i) immediately provide particulars of any information required to be in the **College's** register pursuant to the by-laws, the **RHPA**, the Act, or the regulations under the **RHPA** or the **Act**;
- ii) within thirty days, provide particulars of any information which was not information required to be in the **College's** register but was information that the **member registrant** was required to provide to the **College** under the by-laws; and
- iii) within ten days, confirm the accuracy of any information previously provided to the **College** by the **member registrant** and where that information is no longer accurate, provide accurate information.

45. ELECTORAL DISTRICTS – INTERPRETATION

45.01 The counties, united counties, regional municipalities, municipalities, district municipalities and territorial districts described in Article 46.01 are those that existed as at December 31, 1996 and the geographical territory of each electoral district shall be interpreted to ensure that all parts of Ontario fall into one of the aforementioned counties, united counties, regional municipalities, municipalities, district municipalities and territorial districts described in Article 46.01.

46. ELECTORAL DISTRICTS

46.01 The following electoral districts are established for the purpose of the election of **elected councillors**:

1. Electoral district 1 (Toronto) composed of The Municipality of Metropolitan Toronto.
2. Electoral district 2 (South West) composed of the counties of Elgin, Essex, Huron, Kent, Lambton, Middlesex, Oxford and Perth.
3. Electoral district 3 (Central West) composed of the counties of Brant, Bruce, Dufferin, Grey and Wellington and the regional municipalities of Haldimand-Norfolk, Halton, Hamilton-Wentworth, Niagara and Waterloo.

4. Electoral district 4 (East) composed of the counties of Frontenac, Hastings, Lanark, Prince Edward and Renfrew, and the united counties of Leeds and Grenville, Lennox and Addington, Prescott and Russell, Stormont, Dundas and Glengarry, and The Regional Municipality of Ottawa-Carleton.
5. Electoral district 5 (Central East) composed of the counties of Haliburton, Northumberland, Peterborough, Simcoe and Victoria and the regional municipalities of Durham, Peel and York.
6. Electoral district 6 (North) composed of the territorial districts of Algoma, Cochrane, Kenora, Manitoulin, Nipissing, Parry Sound, Rainy River, Sudbury, Thunder Bay and Timiskaming and The District Municipality of Muskoka.

46.02 The electoral district in which a **member-registrant** is eligible to vote is the district in which, on the day nominations close, the **member-registrant** has **his-or-her/their designated address**.

47. VOTING ELIGIBILITY

47.01 A **member-registrant** is eligible to vote in an election if, on the thirty-fifth day before the election,

- i) the **member-registrant** meets the requirements of subsection 7(2) of the **Act**;
- ii) the **member-registrant** has **his-or-her/their designated address** in the electoral district for which an election is being held;
- iii) in respect of the election of a **chiropractist councillor**, the **member-registrant** is the holder of a certificate of registration in the chiropractist class; and
- iv) in respect of the election of a **podiatrist councillor**, the **member-registrant** is the holder of a certificate of registration in the podiatrist class.

48. ELECTED COUNCILLORS

48.01 Nine membersregistrants of the **College** shall be elected to Council as **elected councillors** in the following manner:

- i) one **chiropracist councillor** for each of electoral districts 1 to 6, inclusive; and
- ii) one **podiatrist councillor** for each of the following pairs of electoral districts: electoral districts 1 and 2; electoral districts 3 and 4; and electoral districts 5 and 6.

Term of Office

48.02 Except in the case of a vacancy, the term of office of an **elected councillor** commences at the **First Council Meeting** following his/her/their election and ends at the commencement of the **First Council Meeting** which is more than two calendar years following that election.

Re-Election

48.03 An **elected councillor** may be re-elected but no **elected councillor** shall serve for more than two consecutive terms in that capacity.

48.04 Time spent as an **elected councillor** as a result of a by-election or an appointment by Council to fill a vacancy shall not be included for the purposes of Article 48.03.

49. TIMING OF ELECTIONS

49.01 Separate elections for **elected councillors** shall be held simultaneously as follows:

- i) in May of the year 2025 and in May of every third year thereafter for each of electoral districts 1 and 2 for the election of **chiropracist councillors** and for the combined electoral districts 1 and 2 (also referred to as combined district 1) for the election of a **podiatrist councillor**;
- ii) in May of the year 2023 and in May of every third year thereafter for each of electoral districts 3 and 4 for the election of **chiropracist councillors** and for the combined electoral districts 3 and 4 (also referred to as combined district 2) for the election of a **podiatrist councillor**; and

- iii) in May of the year 2024 and in May of every third year thereafter for each of electoral districts 5 and 6 for the election of **chiropodist councillors** and for the combined electoral districts 5 and 6 (also referred to as combined district 3) for the election of a **podiatrist councillor**.

49.02 Unless otherwise provided in this by-law, the Registrar shall

- i) set the date for each election; and
- ii) set the time deadline for the receipt of ballots.

50. ELIGIBILITY FOR ELECTION

50.01 Subject to the balance of the provisions of Article 50, a member-registrant is eligible for election in an electoral district if,

- i) on the deadline for receipt of nominations, the member-registrant is the holder of a general class certificate of registration and the certificate is not subject to a term, condition or limitation other than one applicable to all members-registrants of the class;
- ii) in the case of an election of a **chiropodist councillor**, the member-registrant holds a certificate of registration in the chiropodist class, on the deadline for receipt of nominations;
- iii) in the case of an election of a **podiatrist councillor**, the member-registrant holds a certificate of registration in the podiatrist class, on the deadline for receipt of nominations;
- iv) on the deadline for receipt of nominations, the member-registrant is not in default of the payment of any money owed to the College including but not limited to any fee prescribed by the **Regulations** or required by the by-laws;
- v) on the deadline for receipt of nominations, the member-registrant is not the subject of any disciplinary or incapacity proceeding;

- v.1) on the deadline for receipt of nominations, the member-registrant does not have a notation of a caution or a specified continuing education or remedial program on the register;³
- v.2) on the deadline for receipt of nominations, the member-registrant does not have a notation on the register of an undertaking provided to the College as a result of a decision or proceeding of the Discipline Committee, the Inquiries, Complaints and Reports Committee, or the Fitness to Practise Committee;⁴
- v.3) on the deadline for receipt of nominations, the member-registrant is not the subject of an undertaking provided to the College as a result of a decision or proceeding of the Discipline Committee, the Inquiries, Complaints and Reports Committee, or the Fitness to Practise Committee;⁵
- vi) on the deadline for receipt of nominations, the member-registrant is not the subject of an interim order made by a panel of the Inquiries, Complaints and Reports Committee;⁶
- vii) the member's-registrant's certificate of registration has not been revoked or suspended in the six years preceding the date of the election for any reason other than non-payment of fees;
- viii) the member-registrant has not been the subject of any professional misconduct, incompetence or incapacity finding in the three years preceding the date of the election;
- ix) the member-registrant has not been disqualified by Council in the three years preceding the date of the election;
- viii.1) the member-registrant cannot have~~has not~~ been found by Council to have breached the Code of Conduct for councillors and committee members;⁷

³ This applies to elected councillors who are nominated and elected after January 27, 2023.

⁴ This applies to elected councillors who are nominated and elected after January 27, 2023.

⁵ This applies to elected councillors who are nominated and elected after January 27, 2023.

⁶ This applies to elected councillors who are nominated and elected after January 27, 2023.

⁷ This applies to elected councillors who are nominated and elected after January 27, 2023.

- x) the member-registrant has not resigned as a Councillor in the three years preceding the date of the election unless the member-registrant has the approval of either the Executive Committee or the Council to be eligible for the election;
- xi) on the deadline for receipt of nominations, the member-registrant has ~~his or her~~their **designated address** in the electoral district for which ~~he or she~~they ~~is~~are nominated and has been nominated in accordance with this by-law; and
- xii) the member-registrant has completed and filed with the Registrar the Conflict of Interest Form by the deadline established by the Registrar in accordance with Article 51.06.

50.02 A member-registrant who has been elected to Council in two consecutive elections is not eligible for election until an election held in accordance with these by-laws which is more than five calendar years after the member-registrant was last elected to Council. For greater clarity and by way of example only, a member-registrant elected in 2007 and re-elected in 2010 would not be eligible until more than five calendar years had passed from 2010, namely, would not be eligible for the 2013 elections but would be eligible again in 2016.

50.03 An election in a by-election shall not be counted in determining whether a member-registrant is ineligible for election under Article 50.02.

50.04 A member-registrant who is a **selected councillor** may not be a candidate for election as an **elected councillor** unless he or she first resigns as a **selected councillor**.

50.05 A candidate may withdraw from an election by giving notice in writing to the Registrar. If the notice in writing is received at least forty-eight days prior to the date of the election, the name of the person shall not be placed on the ballot. In all other cases, the Registrar shall make reasonable efforts to notify the members-registrants eligible to vote that the candidate has withdrawn from the election.

50.06 Subject to Article 50.07, a member-registrant is not eligible for election as a **councillor** if the member-registrant holds a position which would cause the individual, if elected

as a **councillor**, to have a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization.

50.07 A **member-registrant** is not eligible for election as a **councillor** and shall be deemed to have a position which would result in a competing fiduciary obligation under Article 50.06 if the **member-registrant** holds or has held, in the preceding one year prior to the deadline for receipt of nominations, 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) director, officer or member of the governing body of the organization;
- ii) Executive Director, Chief Administrative Officer or another position with similar duties in the organization; or
- iii) a position which the Elections Committee of the **College** determines is one which would create a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization.

50.08 Disputes as to whether a **member-registrant** is eligible for election or to vote in an election will be determined by the Elections Committee.

50.09 Disputes relating to the election of an **elected councillor** shall be dealt with by the Elections Committee which shall investigate the facts and report its findings and recommendations to Council for such decision as Council considers appropriate.

50.10 A **member-registrant** who would not otherwise be eligible to stand for election to Council under paragraphs v.1, v.2, v.3, v.4 and viii.1 of Article 50.01 may submit to the Registrar, along with the **member's-registrant's** nomination, a written request, a current Curriculum Vitae, and supporting documentation for review by the Elections Committee to determine if the Elections Committee will allow them to be eligible to stand for election.

50.11 Without limiting the Elections Committee's authority, the Elections Committee shall not exercise its discretion under Article 50.10 unless

- i) it is satisfied that a reasonable person, knowing all of the facts, would not consider the presence of the **member-registrant** on Council or any of its committees as impairing the public's trust in the College; and

- ii) the time elapsed since the event or conduct that caused the **member registrant** not to be eligible under paragraphs v.1, v.2, v.3 and viii.1 of Article 50.01 is at least five years,
 - a) in the case of a caution, from when the **member registrant** attended and received the caution,
 - b) in the case of a specified continuing education or remedial program, from when the **member registrant** completed the specified continuing education or remedial program, including any monitoring required,
 - c) in the case of an undertaking noted on the register, from the date the notation was placed on the register,
 - d) in the case of an undertaking that is not noted on the register, from the date of the undertaking, or
 - e) in the case of a breach of the Code of Conduct for councillors and committee members, the date of the finding that the **member registrant** breached the Code of Conduct for councillors and committee members.

51. ELECTIONS

- 51.01** The Registrar shall supervise the nominating and election of **elected councillors**.
- 51.02** At least sixty days before the date of an election or at least thirty days before the date of a by-election, the Registrar shall notify in writing each **member registrant** who is then eligible to vote in that election or by-election of the date of the election, the nomination procedure and the deadline for returning nominations to the **College**.
- 51.03** The Registrar shall provide each **member registrant** who is eligible to vote with access to the online nomination platform.
- 51.04** The nomination of a candidate for election shall be in writing, be received by the Registrar at least thirty days before the date of the election and shall include the written consent of the **member registrant** wishing to stand for

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

51.05 Each nominator shall be a **member registrant** who is eligible to vote in that election on the date of nomination and on the date on which the nominations close.

51.06 The Registrar shall establish a deadline by which each candidate shall complete and submit the **College's** conflict of interest form which deadline shall not be less than seven days after the date upon which nominations close.

51.07 The Registrar shall provide each nominated candidate with a copy of the **College's** conflict of interest form, notice of the submission for the filing of that form and relevant portions of the **College's** by-law relating to conflict of interest.

51.08 If, after the deadline referred to in Article 51.06, the number of eligible candidates nominated for an electoral district is equal to the number of **members-councillors** to be elected in that electoral district, the eligible candidates shall be elected by acclamation.

51.09 If, after the deadline referred to in Article 51.06, the number of eligible candidates nominated for an electoral district is less than the number of **memberscouncillors** to be elected in that electoral district, the Registrar shall establish a new election schedule including, where necessary, a new date for that election.

51.10 Time frames referred to in Articles 51.02, 51.04 and 51.06 do not apply where the Registrar acts under Article 51.09.

51.11 Where the Registrar acts under Article 51.09, the deadline for nominations for that election shall be re-opened for seven days or such greater number of days as determined by the Registrar and a new deadline by which the candidates shall complete and submit the conflict of interest form shall be established by the Registrar.

51.12 Where the Registrar acts under Article 51.09, the Registrar shall notify in writing each **memberregistrant** referred to in Article 51.02 of the date of the election and the deadline for returning nominations to the **College** which deadline shall be determined by the Registrar.

- 51.13** If the number of eligible candidates nominated for election for an electoral district after the second call for nominations remains less than or equal to the number of members-councillors to be elected in the electoral district, those eligible candidates shall be elected by acclamation.
- 51.14** If after two calls for nominations there are still insufficient eligible candidates for election in any electoral district, the seat shall be considered vacant and the vacancy shall be dealt with by Council at its next regular meeting.
- 51.15** The Registrar shall advise each eligible candidate that ~~he or she has~~they have an opportunity to have included with the ballot a candidate information page so long as the candidate provides to the Registrar the information in a form consistent with the guidelines set by the Registrar and on or before the deadline established by the Registrar.
- 51.16** No later than fifteen days before the date of an election, the Registrar shall send to every member-registrant eligible to vote in an electoral district in which an election is to take place, a link to the online election platform, which includes voting instructions, a list of eligible nominees and a brief biography of each nominee.
- 51.17** Voting for eligible candidates for election to Council shall be conducted by an online voting platform, approved by the Registrar.
- 51.18** A member-registrant eligible to vote may cast one vote for any one eligible candidate.
- 51.19** As soon as possible following the tabulation of the ballots, the Registrar shall, in respect of each election,
- i) notify each eligible candidate of the results of the election and the number of votes cast for each eligible candidate; and
 - ii) notify each eligible candidate that he or she may request details of the online voting process and a re-tabulation.
- 51.20** An eligible candidate may make a request as stated in Article 51.19(ii) by giving a written request to the Registrar no more than seven days after the date of an election and paying a fee of \$300.

- 51.21** A request made pursuant to Article 51.19(ii) shall be conducted within seven days of receipt of the request referred to in Article 51.20 on a date and at a time determined by the Registrar.
- 51.22** A request made pursuant to Article 51.19(ii), shall be dealt with by the Elections Committee which shall investigate the facts and report its findings and recommendations to the Registrar, for such decision as the Registrar deems appropriate.
- 51.23** Where a re-tabulation occurs, if the re-tabulation changes the election outcome, the **member-eligible candidate** requesting the re-tabulation shall be entitled to the return of the fee required in Article 51.20.
- 51.24** Subject to Article 51.26, the successful candidate in an election is the eligible candidate with the highest number of votes.
- 51.25** Subject to Article 51.26, in each election the Registrar shall declare the successful candidate elected after the tabulation of the ballots or in the case of a request pursuant to Article 51.19(ii), after the re-tabulation of the ballots.
- 51.26** If there is a tie in any election and it is necessary to break the tie to determine who shall be the successful candidate, the Registrar shall inform the tied nominees, and direct that the online voting platform be re-opened to eligible voting **membersregistrants** to submit a second ballot where the tied nominees are the only eligible nominees.
- 51.27** If the Registrar acts under Article 51.26, the nominations are not re-opened. For clarity, a second vote under Article 51.26 is to determine the successful nominee arising from a tie.
- 51.28** The **College** shall notify its **membersregistrants** of the results of all elections by publication of those results on the College's website or in such other or additional manner as Council may direct.

52. SELECTED COUNCILLOR

- 52.01** For the purpose of clause 7(1)(c) of the **Act**, one **member-councillor** shall be selected by Council from the Faculty of the Michener Institute for Applied

Health Sciences (Ontario) in accordance with the process set out in **Schedule 2**.

52.02 Except in the case of a filling of a vacancy, the term of office of a **selected councillor** shall be from the date of the acceptance of the selection by the selected **member-councillor** until the commencement of the **First Council Meeting** which is more than two calendar years following that appointment.

Reappointment

52.03 A **selected councillor** may be reappointed but a **selected councillor** shall not serve for more than two consecutive terms in that capacity.

52.04 A **selected councillor** who has served for two consecutive terms in that capacity shall not be reappointed as a **selected councillor** until more than five calendar years after the member was last appointed as a **selected councillor**. For greater clarity and by way of example only, a **member-selected councillor** appointed in 2007 and reappointed in 2010 would not be eligible until more than five calendar years had passed from 2010, namely, would not be eligible for appointment until 2016.

52.05 Time spent as a **selected councillor** as a result of an appointment by Council to fill a vacancy shall not be included for the purposes of Article 52.03.

Eligibility

52.06 Subject to the process set out in **Schedule 2**, a **member-registrant** is not eligible to be appointed as a **selected councillor** if, on the date of appointment,

- i) the **member-registrant** has a notation of a caution or a specified continuing education or remedial program on the register;⁸
- ii) the **member-registrant** has a notation on the register of an undertaking provided to the College as a result of a decision or proceeding of the Discipline Committee, the Inquiries, Complaints and Reports Committee, or the Fitness to Practise Committee;⁹

⁸ This applies to selected councillors who are appointed after January 27, 2023.

⁹ This applies to selected councillors who are appointed after January 27, 2023.

- iii) the **member-registrant** is the subject of an undertaking provided to the College as a result of a decision or proceeding of the Discipline Committee, the Inquiries, Complaints and Reports Committee, or the Fitness to Practise Committee;¹⁰
- iv) the **member-registrant** is the subject of an interim order made by a panel of the Inquiries, Complaints and Reports Committee;¹¹ and
- v) the **member-registrant** has been found by Council to have breached the Code of Conduct for councillors and committee members.¹²

52.07 A **member-registrant** who would not otherwise be eligible for appointment as a **selected councillor** under paragraphs i, ii, iii, iv and v of Article 52.06 may submit to the Registrar, a written request, a current Curriculum Vitae, and supporting documentation for review by the Elections Committee to determine if the Elections Committee will allow them to be eligible for appointment.

52.08 Without limiting the Elections Committee's authority, the Elections Committee shall not exercise its discretion under Article 52.07 unless

- i) it is satisfied that a reasonable person, knowing all of the facts, would not consider the presence of the **member-registrant** on any of its committees as impairing the public's trust in the College; and
- ii) the time elapsed since the event or conduct that caused the **member-registrant** not to be eligible under paragraphs i, ii, iii and v of Article 52.06 is at least five years,
 - a) in the case of a caution, from when the **member-registrant** attended and received the caution,
 - b) in the case of a specified continuing education or remedial program, from when the **member-registrant** completed the specified continuing education or remedial program, including any monitoring required,

¹⁰ This applies to selected councillors who are appointed after January 27, 2023.

¹¹ This applies to selected councillors who are appointed after January 27, 2023.

¹² This applies to selected councillors who are appointed after January 27, 2023.

- c) in the case of an undertaking noted on the register, from the date the notation was placed on the register,
- d) in the case of an undertaking that is not noted on the register, from the date of the undertaking, or
- e) in the case of a breach of the Code of Conduct for councillors and committee members, the date of the finding that the **member registrant** breached the Code of Conduct for councillors and committee members.

53. NON-COUNCIL COMMITTEE MEMBERS

53.01 Council shall appoint eligible **members-registrant** to be **non-council committee members** in accordance with the process set out in **Schedule 3**.

53.02 Council shall determine the number of **members-registrants** to be appointed bearing in mind the number of **non-council committee members** needed to constitute the **committees** of the **College**.

Term of Office

53.03 The term of office of a **non-council committee member** shall be from the date of appointment until the **First Council Meeting** which is more than two calendar years following that appointment.

Reappointment

53.04 A **non-council committee member** may be reappointed but shall not serve for more than two consecutive terms in that capacity.

53.05 A **non-council committee member** who has served for two consecutive terms in that capacity shall not be reappointed as a **non-council committee member** until more than five calendar years after the **member-registrant** was last appointed as a **non-council committee member**. For greater clarity and by way of example only, a **member-registrant** appointed in 2007 and reappointed in 2010 would not be eligible until more than five calendar years had passed from 2010, namely, would not be eligible for appointment until 2016.

Eligibility

- 53.06** Subject to the balance of the provisions this Article, a **member-registrant** is eligible to be appointed as a **non-council committee member** if, on the date of appointment,
- i) the **member-registrant** practises chiropody in Ontario, or if the **member-registrant** does not practise chiropody, the **member-registrant** is resident in Ontario;
 - ii) the **member-registrant** is not in default of the payment of any money owed to the **College** including but not limited to any fee prescribed by the **Regulations** or required by the by-laws;
 - iii) the **member-registrant** is not the subject of any disciplinary or incapacity proceeding;
 - iii.1) the **member-registrant** does not have a notation of a caution or a specified continuing education or remedial program on the register;¹³
 - iii.2) the **member-registrant** does not have a notation on the register of an undertaking provided to the College as a result of a decision or proceeding of the Discipline Committee, the Inquiries, Complaints and Reports Committee, or the Fitness to Practise Committee;¹⁴
 - iii.3) the **member-registrant** is not the subject of an undertaking provided to the College as a result of a decision or proceeding of the Discipline Committee, the Inquiries, Complaints and Reports Committee, or the Fitness to Practise Committee;¹⁵
 - iii.4) the **member-registrant** is not the subject of an interim order made by a panel of the Inquiries, Complaints and Reports Committee;¹⁶

¹³ This applies to non-council committee members who are appointed after January 27, 2023.

¹⁴ This applies to non-council committee members who are appointed after January 27, 2023.

¹⁵ This applies to non-council committee members who are appointed after January 27, 2023.

¹⁶ This applies to non-council committee members who are appointed after January 27, 2023.

- iv) the member's-registrant's certificate of registration has not been revoked or suspended in the six years preceding the date of the appointment for any reason other than non-payment of fees;
- v) the member-registrant has not been the subject of any professional misconduct, incompetence or incapacity finding in the three years preceding the date of the appointment;
- vi) the member-registrant is a holder of a general class certificate of registration and the certificate is not subject to a term, condition or limitation other than one applicable to all members-registrants of the class;
- vii) the member-registrant has not been disqualified by Council in the three preceding years whether as an **elected** or **selected councillor** or a **non-council committee member**; and
- vii.1) the member-registrant cannot have~~has not~~ been found by Council to have breached the Code of Conduct for councillors and committee members.¹⁷

53.07 Subject to Article 53.08, a member-registrant is not eligible to be appointed as a **non-council committee member** if the member-registrant holds a position which would cause the individual, if appointed as a **non-council committee member**, to have a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization.

53.08 A person is not eligible to be appointed as a **non-council committee member** and shall be deemed to have a position which would result in a competing fiduciary obligation under Article 53.07 if the person holds or has held, in the preceding one year prior to the deadline for receipt of applications, as set by the Registrar under **Schedule 3** to By-Law No. 1, 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) director, officer or member of the governing body of the organization;

¹⁷ This applies to non-council committee members who are appointed after January 27, 2023.

- ii) Executive Director, Chief Administrative Officer or another person with similar duties in the organization; or
- iii) a position which the Elections Committee of the **College** determines is one which would create a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization.

53.09 A **member-registrant** who would not otherwise be eligible for appointment as a **non-council committee member** under paragraphs iii.1, iii.2, iii.3, iii.4 and vii.1 of Article 53.06 may submit to the Registrar, a written request, a current Curriculum Vitae, and supporting documentation for review by the Elections Committee to determine if the Elections Committee will allow them to be eligible for appointment.

53.10 Without limiting the Elections Committee's authority, the Elections Committee shall not exercise its discretion under Article 53.09 unless

- i) it is satisfied that a reasonable person, knowing all of the facts, would not consider the presence of the **member-registrant** on any of its committees as impairing the public's trust in the College; and
- ii) the time elapsed since the event or conduct that caused the **member-registrant** not to be eligible under paragraphs iii.1, iii.2, iii.3 and vii.1 of Article 53.06 is at least five years,
 - a) in the case of a caution, from when the **member-registrant** attended and received the caution,
 - b) in the case of a specified continuing education or remedial program, from when the **member-registrant** completed the specified continuing education or remedial program, including any monitoring required,
 - c) in the case of an undertaking noted on the register, from the date the notation was placed on the register,
 - d) in the case of an undertaking that is not noted on the register, from the date of the undertaking, or
 - e) in the case of a breach of the Code of Conduct for councillors and committee members, the date of the finding that the **member**

registrant breached the Code of Conduct for councillors and committee members.

54. DISQUALIFICATION

- 54.01** Subject to the balance of the provisions of this Article, Council shall disqualify an **elected councillor** from sitting on Council if the **elected councillor**
- i) is determined by Council not to have met the eligibility requirements for election;
 - ii) ceases to be the holder of a certificate of registration;
 - iii) ceases to either practise or reside in the electoral district in which the **member-registrant** was elected;
 - iv) is found to have committed an act of professional misconduct or to be incompetent by a panel of the Discipline Committee;
 - v) is found to be incapacitated by a panel of the Fitness to Practise Committee;
 - vi) has a term, condition or limitation placed on his or her certificate of registration other than one applicable to all **members-registrants** holding that class of certificate;
 - vi.1) has a notation of a caution or a specified continuing education or remedial program placed on the register;¹⁸
 - vi.2) is the subject of an undertaking provided to the College in relation to a decision or proceeding of the Discipline Committee, the Inquiries, Complaints and Reports Committee, or the Fitness to Practise Committee;¹⁹
 - vi.3) is the subject of an interim order made by a panel of the Inquiries, Complaints and Reports Committee;²⁰

¹⁸ This applies to elected councillors who are nominated and elected after January 27, 2023.

¹⁹ This applies to elected councillors who are nominated and elected after January 27, 2023.

²⁰ This applies to elected councillors who are nominated and elected after January 27, 2023.

- vii) is determined by Council to have obtained a position which creates a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization;
- viii) fails, without reasonable cause, to attend two consecutive meetings of Council;
- ix) fails, without reasonable cause, to attend three consecutive meetings of a **Committee** of which ~~he or she is~~they are a member; or
- x) fails, without reasonable cause, to attend a hearing or proceeding of a panel for which ~~he or she~~they have ~~has~~ been selected.

54.02 Subject to the balance of the provisions of this Article, Council shall disqualify a **selected councillor** from sitting on Council if the **selected councillor**

- i) is determined by Council not to have met the requirements for selection;
- ii) ceases to be a member of a faculty of the Michener Institute for Applied Health Sciences;
- iii) ceases to be the holder of a certificate of registration;
- iv) is found to have committed an act of professional misconduct or to be incompetent by a panel of the Discipline Committee;
- v) is found to be incapacitated by a panel of the Fitness to Practise Committee;
- vi) has a term, condition or limitation placed on his or her certificate of registration other than one applicable to all ~~members~~registrants holding that class of certificate;
- vi.1) has a notation of a caution or a specified continuing education or remedial program placed on the register;²¹

²¹ This applies to selected councillors who are appointed after January 27, 2023.

- vi.2) is the subject of an undertaking provided to the College in relation to a decision or proceeding of the Discipline Committee, the Inquiries, Complaints and Reports Committee, or the Fitness to Practise Committee;²²
- vi.3) is the subject of an interim order made by a panel of the Inquiries, Complaints and Reports Committee;²³
- vii) is determined by Council to have obtained a position which creates a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization;
- viii) fails, without reasonable cause, to attend two consecutive meetings of Council;
- ix) fails, without reasonable cause, to attend three consecutive meetings of a **Committee** of which ~~he or she~~they are is a member; or
- x) fails, without reasonable cause, to attend a hearing or proceeding of a panel for which ~~he or she has~~they have been selected.

54.03 Subject to the balance of the provisions of this Article, Council shall disqualify a **non-council committee member** from sitting on any **committee** of the **College** if the **non-council committee member**

- i) ceases to be the holder of a certificate of registration;
- ii) is found to have committed an act of professional misconduct or to be incompetent by a panel of the Discipline Committee;
- iii) is found to be incapacitated by a panel of the Fitness to Practise Committee;
- iv) has a term, condition or limitation placed on his or her certificate of registration other than one applicable to all ~~members~~registrants holding that class of certificate;

²² This applies to selected councillors who are appointed after January 27, 2023.

²³ This applies to selected councillors who are appointed after January 27, 2023.

- iv.1) has a notation of a caution or a specified continuing education or remedial program placed on the register;²⁴
- iv.2) is the subject of an undertaking provided to the College in relation to a decision or proceeding of the Discipline Committee, the Inquiries, Complaints and Reports Committee, or the Fitness to Practise Committee;²⁵
- iv.3) is the subject of an interim order made by a panel of the Inquiries, Complaints and Reports Committee;²⁶
- v) is determined by Council to have obtained a position which creates a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization;
- vi) fails, without reasonable cause, to attend three consecutive meetings of a **committee** of which ~~he or she is~~they are a member; or
- vii) fails, without reasonable cause, to attend a hearing or proceeding of a panel for which ~~he or she has~~they have been selected.

54.04 An **elected** or **selected councillor** or **non-council committee member** is also subject to disqualification pursuant to the **College's** Conduct of Councillors and Committee Members By-Law if such a by-law has been passed by Council.

54.05 An **elected** or **selected councillor** who is disqualified by Council under this or any other by-law of the **College** ceases to be a **councillor** and ceases to be a member of all **committees**.

54.06 A ~~non-council committee member~~ **non-council committee member** who is disqualified by Council under this or any other by-law of the **College** ceases to be a **non-council committee member** and ceases to be a member of all **committees**.

54.07 An **elected** or **selected councillor** who becomes the subject of a disciplinary or incapacity proceeding, including one which originates at any time after the

²⁴ This applies to non-council committee members who are appointed after January 27, 2023.

²⁵ This applies to non-council committee members who are appointed after January 27, 2023.

²⁶ This applies to non-council committee members who are appointed after January 27, 2023.

deadline for receipt of nominations, shall not serve on Council or on any **committee** until the proceeding is finally completed.

- 54.08** A **selected councillor** who becomes the subject of a disciplinary or incapacity proceeding shall not serve on Council or on any **committee** until the proceeding is finally completed.
- 54.09** A **non-council committee member** who becomes the subject of a disciplinary or incapacity proceeding shall not serve on any **committee** until the proceeding is finally completed.
- 54.10** An **elected** or **selected councillor** or a **non-council committee member** who becomes in default of the payment of monies owed to the **College** including any fees prescribed by the **Regulations** or required by the by-laws, including a default which originates at any time after the deadline for receipt of nominations, shall not serve on Council or any **committee** until the default is remedied.
- 54.10.1** An **elected** or **selected councillor** or a **non-council committee member** who meets one or more of paragraphs vi.1, vi.2 and vi.3 of Article 54.01, paragraphs vi.1, vi.2 and vi.3 of Article 54.02 and paragraphs iv.1, iv.2 and iv.3 of Article 54.03 shall not serve on Council or any **committee** unless and until the Elections Committee is satisfied that a reasonable person, knowing all of the facts, would not consider the presence of the **member-registrant** on Council or any of its committees as impairing the public's trust in the College.
- 54.11** Where a **councillor** believes that Council should consider disqualifying an **elected** or **selected councillor** or **non-council committee member** on the basis that ~~he or she~~**they** meets one or more of the disqualification factors set out in Article 54.01, Article 54.02 or Article 54.03, the **councillor** shall advise the Executive Committee in writing.
- 54.12** If the Registrar receives information that if true may result in Council disqualifying an **elected** or **selected councillor** or **non-council committee member** on the basis that ~~he or she~~**they** meets one or more of the disqualification factors set out in Article 54.01, Article 54.02 or Article 54.03, the Registrar shall advise the Executive Committee in writing.
- 54.13** The Executive Committee shall notify the **elected** or **selected councillor** or **non-council committee member** whose conduct is the subject of concern of the nature

of the concern and provide ~~him or her~~them with a reasonable opportunity to make written or oral submissions or both to the Executive Committee.

- 54.14** The Executive Committee shall make a preliminary determination of the relevant facts and report those facts to the **elected or selected councillor or non-council committee member** whose conduct is the subject of concern and, where applicable, to the **councillor** who brought the concern to the Executive Committee's attention.
- 54.15** If either the Executive Committee or the **councillor** who brought the matter to the Executive Committee's attention is of the view that further action may be required by Council, the issue shall be placed on the agenda for the next meeting of Council.
- 54.16** Should, pursuant to this by-law, the matter of the potential disqualification of an **elected or selected councillor or non-council committee member** be placed on the agenda of Council, the Registrar shall advise the person who is potentially subject to disqualification of the date when Council intends to meet to deal with the issue and of ~~his or her~~their opportunity to make either written or oral submissions to Council, should ~~he or she~~they wish to do so.
- 54.17** After providing the opportunity referred to in Article 54.16, Council shall determine the relevant facts and, if appropriate, disqualify the **elected or selected councillor or non-council committee member** in accordance with this by-law.
- 54.18** A resolution of at least two-thirds of the **councillors** present at a meeting of Council duly called for that purpose shall be required in order to disqualify an **elected or selected councillor** pursuant to this Article.
- 54.19** A resolution of the **councillors** present at a meeting of Council duly called for that purpose shall be required in order to disqualify a **non-council committee member** pursuant to this Article.
- 54.20** Where an **elected or selected councillor** is the subject matter of a motion for disqualification under this Article, that **elected or selected councillor** shall not be present during the debate or vote and shall not be counted as a member of Council in determining whether a quorum exists or whether the motion was carried or defeated.

54.21 Before any debate is had or vote taken by Council pursuant to this Article, Council shall consider whether the public should be excluded from the meeting in accordance with the **Code**.

55. VACANCY ON COUNCIL

55.01 The seat of an **elected** or **selected councillor** shall be deemed to be vacant upon the death, resignation or disqualification of the **elected** or **selected councillor**.

55.02 If the seat of an **elected councillor** becomes vacant in an electoral district less than eighteen months before the next election in that electoral district, Council may

- i) leave the seat vacant;
- ii) appoint as an **elected councillor** the eligible candidate who had the most votes of all of the unsuccessful eligible candidates for that position in that electoral district in the last election; or
- iii) direct the Registrar to hold a by-election for that electoral district which shall be held in a manner consistent with the elections held under this by-law.

55.03 If the seat of an **elected councillor** becomes vacant in an electoral district more than eighteen months before the next election in that electoral district, Council shall direct the Registrar to hold a by-election for that electoral district which shall be held in a manner consistent with the elections held under this by-law.

55.04 Where the seat of an **elected councillor** becomes vacant in an electoral district because, after two calls for nomination, there were no eligible candidates for election in that electoral district, Council shall appoint a **member-registrant** who at the time of the appointment is a chiropodist **member-registrant**, in the case of a vacancy in respect of the seat of a chiropodist councillor or a podiatrist **member-registrant**, in the case of a vacancy in respect of the seat of a podiatrist councillor.

55.05 The term of an **elected councillor** elected or appointed under Article 55.02 or Article 55.03 shall continue until ~~his or her~~**their** successor takes office in

accordance with the bylaw or until a vacancy occurs in that office, whichever shall first occur.

55.06 If the seat of a **selected councillor** becomes vacant, that vacancy shall be filled in accordance with the process set out in **Schedule 2**.

55.07 Failure to fill a vacancy as required by this Article shall not affect the rights of the remaining **councillors** or **committee members** to fulfill their duties and responsibilities.

56. RESIGNATION

56.01 A **councillor** may resign either as a member of Council or as a **committee member** or both.

56.02 A **non-council committee member** may resign either as a **non-council committee member** or as a **committee member** or both.

56.03 A resignation may not be withdrawn, does not need acceptance and where no date is specified in the resignation, is effective on the date it is received by the President, Vice-President or Registrar.

56.04 A written resignation which contains a date upon which the resignation is intended to be effective, is effective on the date specified in the resignation or on the date it is received by the President, Vice-President or Registrar, whichever is later.

57. INTERPRETATION

57.01 In all by-laws of the **College**, the singular shall include the plural and the plural shall include the singular.

57.02 Wherever reference is made in the by-laws to a statute or section, such reference shall be deemed to extend and apply to any amendment or re-enactment of such statute or section, as the case may be.

57.03 A **Schedule** in this or any other by-law of the **College** shall form part of the by-law.

57.04 All provisions of this or any other by-law of the **College** shall be interpreted in a manner consistent with the **RHPA** and the **Act** and where any such inconsistency is found to exist, the inconsistent provision is to be severed therefrom so long as this severance is practical.

57.05 Where notice is required under this or any other by-law of the **College** and except where specifically provided otherwise, the following shall apply in determining whether sufficient notice was given:

- i) the number of days shall be calculated excluding the day on which the notice was sent or forwarded and excluding the day of the event for which the notice was given;
- ii) the number of days shall be calculated including all days whether or not they are business days, weekend days, or holidays;
- iii) where notice is provided by ordinary prepaid first class mail to the person's last known address, the notice shall be considered to have been received on the fifth day following mailing;
- iv) where notice is provided by facsimile, e-mail or other electronic means, the notice shall be considered to have been received on the date and time it was sent; and
- v) where notice is provided by courier to the person's last known address, the notice shall be considered to have been received on the date the courier delivered the notice, whether or not it was personally received on that date.

Schedule 1 to By-Law No. 1

Process for Election of Council Officers

1. (a) Following the **election of councillors**, the Registrar shall prepare a list of the names of the persons who the Registrar expects to constitute the new Council. The list shall be sent to all of the persons who the Registrar believes will constitute that Council with a request that any person who may wish to stand for election to the position of President or Vice-President or to be elected as (one of) the other members of the Executive Committee so indicate by notice in writing to the Registrar to be received at the **College** no later than ten days prior to the **First Council Meeting**. The Registrar shall circulate, along with the agenda for the **First Council Meeting**, a list of the names of all persons who have provided the aforesaid notice along with an indication of which position(s) each of those persons has indicated an interest in.
 - (b) A failure to file a notice of intent shall not restrict a person from nominating ~~himself/herself~~themselves for office/election at the time of the election.
2. At the **First Council Meeting**, the Registrar shall call the meeting to order and act as interim presiding officer.
3. The Registrar will present the report on elections for the approval of Council and will then call the roll.
4. The Registrar will call for nominations and applications for the position of President. Should only one **councillor** be a candidate for the Presidency, the interim presiding officer will thereupon declare said candidate elected. The newly elected President will immediately assume the chair.
5. Should there be more than one candidate for the position of President, an election by secret ballot shall be conducted. For the purpose of that selection, the interim presiding officer will, with the concurrence of Council appoint two returning officers to count the ballots and to report the results to Council.
6. When more than two **councillors** are nominated, the nominee who received the lowest number of votes on each ballot shall be deleted from the next ensuing ballot unless one

nominee receives a majority of the votes cast on the ballot. This procedure shall be followed until one nominee receives a majority of the votes cast. When one candidate receives a majority of the votes cast, he or she shall be declared elected as President and the newly elected President shall immediately assume the chair.

7. The election of the Vice-President will be conducted on a basis identical to that of the procedure applicable to the election of the President.
8. The President and Vice-President shall be members of the Executive Committee. The remaining member(s) of the Executive Committee shall be elected by Council in a manner identical to that procedure applicable to the election of the President bearing in mind the requirements for the composition of the Executive Committee under the by-laws.

Schedule 2 to By-Law No. 1

Process for the Appointment of a Selected Councillor

1. When it is reasonably anticipated that the appointment of a **selected councillor** will be required in the next one hundred and eighty days, whether to fill a vacancy or for any other reason, the Executive Committee shall
 - i) determine the names of all ~~members-registrants~~ who are members of the faculty of the Michener Institute for Applied Sciences;
 - ii) consult with the President of the Michener Institute for Applied Sciences and obtain ~~his/her~~their recommendations respecting the filling of the position on Council; and
 - iii) prepare for Council's consideration the name of the ~~member-registrant~~ who the Executive Committee would recommend that Council select to fill the position on Council.
2. The Executive Committee shall take reasonable steps to ensure that each prospective appointee is eligible for selection and does not hold a position which would cause the individual, if appointed as a **selected councillor**, to have a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization.
3. A person shall be deemed to have a position which would result in a competing fiduciary obligation under paragraph 2 if the person holds or has held, in the preceding one year prior to the person's date of appointment by **Council**, 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) director, officer or member of the governing body of the organization;
 - ii) Executive Director, Chief Administrative Officer or another person with similar duties in the organization; or

- iii) a position which the Elections Committee of the College determines is one which would create a conflict of interest by virtue of having competing fiduciary obligations to both the College and another organization.
- 4. A person shall be deemed not to have a position which would result in a competing fiduciary obligation under paragraph 2 solely as a result of the person being or continuing to be a member of the faculty of the Michener Institute for Applied Sciences.
- 5. Disputes as to whether a ~~member-registrant~~ is eligible for selection shall be determined by the Elections Committee.
- 6. The ~~member-registrant~~ selected by Council shall not become a **selected councillor** until that ~~member-registrant~~ agrees to serve as a **selected councillor**.
- 7. Council shall rank its selections in order of its preference with the understanding that should the most preferred ~~member-registrant~~ refuse to serve as a **selected councillor** the next preferred ~~member-registrant~~ would be offered the position until a preferred ~~member-registrant~~ agrees to serve as the **selected councillor** or the list of preferred ~~members-registrants~~ has been exhausted.
- 8. In the event the process does not result in the filling of all the **selected councillor** position, the process shall be repeated.

Schedule 3 to By-Law No. 1

Process for the Appointment of Non-Council Committee Members

1. When it is reasonably anticipated that the appointment of one or more **non-council committee members** will be required whether to fill a vacancy or for any other reason, the Registrar shall distribute to all members-registrants information respecting the opportunity to serve Council as a **non-council committee member** in order to obtain applications from those members-registrants who are interested in being appointed.
2. The Registrar shall establish a deadline for receipt of applications.
3. After the deadline for receipt of applications, the Registrar shall compile a list of all members-registrants who completed the application and provide that list to the Executive Committee along with a copy of each member's-registrant's application and supporting documentation.
4. The Executive Committee shall prepare for Council's consideration the name of the member-registrant or members-registrants who the Executive Committee would recommend that Council appoint as **non-council committee members**.
5. In making its recommendation to Council, the Executive Committee shall consider the following principles:
 - i) the importance of having **non-council committee members** who have diverse experience and who practise in different parts of the Province; and
 - ii) the importance of encouraging members-registrants who have not previously participated in **College** matters to serve as **non-council committee members**.
6. The Executive Committee shall take reasonable steps to ensure that each prospective appointee is eligible for appointment and does not hold a position which would cause the individual, if appointed as a **non-council committee member**, to have a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization.

7. A person shall be deemed to have a position which would result in a competing fiduciary obligation under paragraph 6 if the person holds or has held, in the preceding one year prior to the deadline for receipt of applications, 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) director, officer or member of the governing body of the organization;
 - ii) Executive Director, Chief Administrative Officer or another person with similar duties in the organization; or
 - iii) a position which the Elections Committee of the **College** determines is one which would create a conflict of interest by virtue of having competing fiduciary obligations to both the **College** and another organization.
8. Disputes as to whether a ~~member~~registrant is eligible for appointment shall be determined by the Elections Committee.

BY-LAW NO. 2: FEES

1.01 In this by-law,

“**certificate of registration**” means a certificate of registration in any class unless otherwise indicated;

“**fee**” includes a required fee(s) or charge, any outstanding monies owed to the College by a registrant in respect of a decision made by a committee of the College, an administrative fee(s) or an administration charge(s);

“**Annual Fee**” is defined to include all fees and/or outstanding monies required to be paid by a registrant to the College under Article 4.01, Article 4.02, Article 4.03, Article 4.03.1, and Article 4.03.2;

“**Inhalation Certificate**” is the authorization issued by the College to a ~~member~~ registrant to permit the ~~member~~ registrant to administer a substance to a patient by inhalation, as permitted by the *Chiropractic Act, 1991* and its regulations;

“~~member~~ registrant” includes a ~~former~~ suspended member registrant.

2.01 Fees described in this by-law are exclusive of any applicable taxes and are not refundable either in whole or in part.

3.01 A person who submits an application for a certificate of registration shall pay an application fee, which fee shall be submitted along with the application of:

- (a) \$200.00 where the application is based upon the applicant having completed an educational program which was approved by Council at the time the application is submitted; and
- (b) \$750.00 where the application is based upon the applicant having completed an education program which has not been approved by Council and therefore must, in accordance with Council policy, be assessed before Council considers approving the program.

- 3.02** A person who is entitled to the issuance of a certificate of registration shall pay a registration fee of \$100.00 and an initial annual fee calculated in accordance with Article 3.03, which fees are due required to be paid to the College prior to the issuance of the certificate of registration.
- 3.03** Subject to Article 4.03.1, the initial annual fee for the year in which a member registrant is first issued a certificate of registration is:
- (a) \$1,800.00 if the certificate of registration is issued on or after February 14th but before July 1st; and
 - (b) \$900.00 if the certificate of registration is issued on or after July 1st provided the applicant had not previously been a member registrant of the College.
- 3.04** The annual Annual fee-Fee for a member registrant who previously held a certificate of registration issued by the College is that fee set out in Article 4.03.
- 4.01** Every member registrant shall pay an annual Annual fee-Fee in accordance with this by-law.
- 4.02** Subject to article 4.03.1, the annual Annual fee-Fee is due and payable shall be paid by a registrant on or before February 14th for the year commencing on January 1st of that calendar year and ending on December 31st of that calendar year.
- 4.03** Subject to article 4.03.1, the annual Annual fee-Fee is \$1,800.00 if paid on or before February 14th in the calendar year in which the fee is due and \$2,000.00 if paid thereafter.
- 4.03.1** Commencing with the annual Annual fee-Fee for the 2023 calendar year, the annual Annual fee-Fee otherwise payable shall automatically be increased by the annual increase in the Consumer Price Index (“CPI”), as published by Statistics Canada or any successor organization, for the year ending in July of the previous calendar year, rounded up to the nearest ten dollars. By way of example and for greater clarity the CPI increase for the 2023 annual Annual fee-Fee will be the CPI increase from July 2021 to July 2022.

4.03.2 In addition to the amount required by Articles 4.03 and 4.03.1, any outstanding monies owed to the College in respect of a decision made by a committee of the College, and any other fees outstanding under the College's by-laws, will be added to and included in the Annual Fee to be paid by the registrant.

4.04 The Registrar shall notify each member-registrant of the amount of the Annual fee-Fee owing by that registrant and the day on-by which the Annual fee-Fee is duerequired to be paid.

FEES RELATED TO INHALATION CERTIFICATE

4.1.01 A member-registrant who submits an application for an Inhalation Certificate shall pay a fee of \$100 which fee shall be submitted along with the application.

4.1.02 A member-registrant who is entitled to the issuance of an Inhalation Certificate shall pay a fee of \$100 which fee is due prior to the issuance of the Inhalation Certificate.

4.1.03 A member-registrant seeking to renew his or her-their Inhalation Certificate shall pay an annual fee of \$350 which fee is duerequired to be paid on or before February 14th.

FEES RELATED TO EXAMINATIONS

5.01 A person who applies to attempt the College's jurisprudence exam without applying to attempt the other examinations required for a certificate of registration shall pay a fee of \$750.00.

5.02 A person who applies to attempt an examination which is a requirement for a certificate of registration but is not the jurisprudence examination referred to in Article 5.01 or the supplemental examination referred to in Article 5.03, shall pay a fee of \$3,600.00.

5.03 Where a person fails the examination referred to in Article 5.02 and the person applies for and is eligible to take a supplemental examination, the person shall pay a fee of:

- (a) \$750.00 for the written examination, if the requirement to take a supplemental examination was due solely to the applicant being unsuccessful on the jurisprudence portion of the written examination;

- (b) \$750.00 for the written examination, if the requirement to take a supplemental examination was due solely to the applicant being unsuccessful on the core competencies portion of the written examination;
- (c) \$1,500.00 for the written examination, if the requirement to take a supplemental examination was due to the applicant being unsuccessful on both the jurisprudence and core competencies portions of the written examination; and
- (d) \$2,100.00 if the requirement to take a supplemental examination was due to the applicant being unsuccessful on the clinical (OSCE) examination.

5.04 A person who applies to have the results of an examination referred to in Article 5.02 or 5.03 rescored shall pay a fee of \$75.00.

5.05 A separate fee is applicable for each application referred to in Articles 5.01, 5.02, 5.03 and 5.04 and shall be paid at the time the application is submitted.

CONTINUING EDUCATION

5.06 Where a member-registrant who is required to submit their Continuing Education Log and supporting documentation fails to do so on or before February 14th, the member-registrant shall pay a fee of \$250.00.

PRACTICE ASSESSMENTS AND EVALUATION

5.1.01 Where a member-registrant is required by a panel of the Quality Assurance Committee to undergo a practice assessment, other than one which was required as a result of the member's-registrant's random selection, or for a practice reassessment, the member-registrant shall pay a fee of \$475.00.

5.1.02 The fee referred to in Article 5.1.01 shall be payable for each assessment or reassessment and shall be ~~payable~~ paid by the registrant immediately upon receipt of notice from the College that an assessment or reassessment has been required by the panel of the Quality Assurance Committee.

5.1.03 Where a member-registrant is required by a panel of the Quality Assurance Committee to undergo an evaluation or re-evaluation, the member-registrant shall pay a fee of \$750.00.

5.1.04 The fee referred to in Article 5.1.03 shall be payable for each evaluation or re-evaluation and shall be ~~payable-paid~~ immediately by the registrant upon receipt of notice from the College that the evaluation or re-evaluation has been required by the panel of the Quality Assurance Committee.

FEE FOR ASSESSMENT

5.2.01 Where a person or applicant wishes Council to assess whether ~~he or shethey~~ meets the Standard of Practice to permit that person to inject a substance into the foot or prescribe a drug, the member-registrant or applicant shall pay a fee of:

- (a) \$1,250.00 if the assessment relates to whether ~~he or shethey~~ meets the standard of practice to both inject a substance into the foot and to prescribe a drug;
- (b) \$625.00 if the assessment relates to whether ~~he or shethey~~ meets the standards of practice to either inject a substance into the foot or to prescribe a drug, but not both.

FEES RELATED TO REINSTATEMENT

6.01 A person who applies pursuant to section 72 of the Health Professions Procedural Code of the *Regulated Health Professions Act, 1991* for the reinstatement of ~~his or her~~their certificate of registration shall pay an application fee of \$6,000 which fee shall be ~~payable-paid~~ at the time the person makes such application.

6.02 Where a certificate of registration was administratively suspended for failure to pay a fee either prescribed by the Regulations or required by the by-laws and the applicant-registrant is otherwise entitled to have the suspension lifted, the applicant-registrant shall pay:

- (a) a reinstatement fee of \$150.00;

- (b) the fee(s) the ~~applicant-registrant~~ failed to pay which gave rise to the suspension;
- (c) the ~~annual-Annual fee-Fee~~ payable for the year in which the suspension is to be lifted; and
- (d) any other monies owed to the College.

6.03 A former ~~member-registrant~~ who is otherwise entitled to reinstatement of ~~his or her~~their certificate of registration shall pay:

- (a) a reinstatement fee of \$100.00;
- (b) if not previously paid, the ~~annual-Annual fee-Fee~~ payable for any and all years in which the ~~member-former registrant~~ practised in Ontario;
- (c) if not previously paid, the ~~annual-Annual fee-Fee~~ payable for the year in which the former ~~member-registrant~~ is to be reinstated; and
- (d) any other monies owed to the College.

REPLACEMENT CERTIFICATES

7.01 Where a certificate of registration was damaged, a ~~member-registrant~~ may request from the Registrar and the Registrar may provide a replacement certificate of registration upon return to the Registrar of the damaged certificate of registration and payment of a fee of \$50.00.

7.02 The Registrar may issue a replacement certificate of registration to a ~~member-registrant~~ who satisfies the Registrar that ~~his or her~~their certificate was lost or destroyed upon payment of a fee of \$50.00.

GENERAL – RULES RESPECTING PAYMENT

8.01 A fee or money shall be considered paid:

- (a) if payment is made in cash, on the date upon which the money is actually received at the offices of the College;

- (b) if payment is made by VISA, MasterCard or other credit card accepted by the College, on the date upon which appropriate authorization is actually received at the offices of the College;
- (c) if payment is made by cheque, the date of the cheque or the date the cheque is actually received at the offices of the College, whichever is later, provided that the cheque is ultimately honoured on first presentation to the financial institution of the payer; and
- (d) if payment is made by money order, on the date upon which the money order is actually received at the offices of the College.

8.02 Payment by any other means other than those specified in Article 8.01 is not to be considered payment under this by-law.

OTHER FEES

9.01 A fee of \$50.00 shall be ~~payable~~ paid by a ~~member~~ registrant where:

- (a) the ~~member~~ registrant purports to make payment by VISA, MasterCard or other credit card accepted by the College and payment is refused by the credit card provider on first submission by the College; or
- (b) payment is made by cheque and the cheque is not honoured on first presentation to the financial institution of the payer.

9.02 A fee of \$35.00 shall be ~~payable~~ paid by a ~~member~~ registrant or applicant where the member or applicant makes payment by VISA, Mastercard or other credit card accepted by the College. Such fee shall apply to each credit card transaction made by a member or applicant.

Approved and amended by Council as of January 26, 2024.



ITEM 3.12

COUNCIL BRIEFING NOTE
RE: RECOMMENDED AMENDMENTS TO BYLAW 1: GENERAL
Adding Registration Numbers to the Public Register

Background:

Section 23(2) of the *Health Professions Procedural Code* sets out certain information about registrants the College is required to post on its public register. Additional information is set out in By-law 1, section 42.05. In October 2019, the Council passed a motion to remove registration numbers from the public register, and it was removed from By-law 1. To be transparent, and to align the College with other RHPA colleges, the Council is being asked to reconsider its 2019 decision and to revise By-law 1 to require that registration numbers be posted on the public register.

At its January 2024 meeting, Council voted to amend By-law 1, in principle, to add registration numbers to the public register, and to circulate the proposal to stakeholders for 60 days. The feedback from stakeholders is attached as Appendix A.

An environmental scan of other regulatory bodies and whether they post registration numbers for their registrants is attached as Appendix B.

Public Interest Rationale for Decision:

It is in the public interest that the College be transparent and that the public have access to registrants' registration numbers. It is also in the public interest that the College align its practices with other RHPA colleges for consistency.

Recommended Motion:

That Council approve the amendment to By-law 1, as follows:

42.06 In accordance with the authorization provided by paragraph 20 of subsection 23(2) of the Code and subject to Articles 42.07, 42.08, 42.08.01, and 42.08.02, the following additional information shall be kept in the register of the College:

1. Any change to each member's name which has been made in the register of the College since he or she first became registered with the College.
2. The classes of certificate of registration held by each member and the date on which each was issued.
3. The college, university or school from which the member received the member's degree or diploma used to support the member's current registration and the year in which the degree or diploma was obtained.

4. A list of the languages in which each member is capable of working.
5. The date on which each certificate of authorization was issued by the College.
6. Where a certificate of authorization is revised, a notation of the effective date of the revision.
7. Where a member is engaged in the practice of chiropractic in Ontario, the name and address of the person or business for whom or through which the member primarily engages in the practice of chiropractic in Ontario, if applicable.
8. Where a member resigned, the date upon which the resignation took effect.
- 9.1 Where a decision of a panel of the Inquiries, Complaints and Reports Committee made on or after October 1, 2015 includes a requirement that the member attend before a panel of that committee to be cautioned (as is authorized by paragraph 3 of subsection 26(1) of the Code),
 - a) a notation of that fact including a summary of the caution;
 - b) the date of the panel's decision;
 - c) once the member has received the caution, a notation to that effect and the date the member received the caution; and
 - d) if applicable, a notation that the panel's decision is subject to a review or appeal and therefore not yet final.
- 9.2 Where a decision of a panel of the Inquiries, Complaints and Reports Committee made on or after October 1, 2015 includes a requirement that the member complete a specified continuing education or remediation program (as is authorized by paragraph 4 of subsection 26(1) and subsection 26(3) of the Code),
 - a) a notation of that fact including the specified continuing education or remediation program(s);
 - b) the date of the panel's decision;
 - c) upon completion of the specified continuing education or remediation program(s), a notation to that effect and the date of completion; and
 - d) if applicable, a notation that the panel's decision is subject to a review or appeal and therefore not yet final.
10. Where a member has any terms, conditions or limitations in effect on his or her certificate of registration, the effective date of those terms, conditions and limitations, whether the terms, conditions and limitations were imposed or voluntary and where applicable, the committee responsible for the imposition of those terms, conditions and limitations.
- 10.1 A summary of any existing restriction on the member's right to practise that has been imposed by a Court or other lawful authority, if the College is aware of the restriction, including the name of the Court or other lawful authority that imposed the restriction, the

- date the restriction was imposed and where the restriction is under appeal, a notation of that fact, which notation shall be removed once the appeal is finally disposed of.
- 10.2 Where a member resigned while a fitness to practise proceeding was outstanding, a notation of that fact.
 - 10.3 A summary of any existing restriction on the member's right to practise that has resulted from an undertaking given by the member to the College or an agreement entered into between the member and the College.
 11. Where a member has terms, conditions or limitations on his or her certificate of registration varied, the effective date of the variance of those terms, conditions and limitations and where applicable, the committee responsible for the variance of those terms, conditions and limitations.
 12. Where a member's certificate of registration is reinstated, the effective date of the reinstatement and where reinstated by a panel of the Discipline or Fitness to Practise Committee, the name of the committee responsible for the reinstatement.
 13. Where a suspension on a member's certificate of registration is lifted or otherwise removed, the effective date of the lifting or removal of that suspension and where applicable, the committee responsible for the lifting or removal of the suspension.
 14. Where a certificate of registration or a certificate of authorization is revoked, suspended, cancelled or otherwise terminated, a notation of the effective date of the revocation, suspension, cancellation or other termination.
 - 14.1 Where a member's certificate of registration is suspended for non-payment of a fee, a notation of that fact and the date upon which the suspension took effect.
 - 14.2 Where a member's certificate of registration is suspended for failure to submit to a physical or mental examination as required by the Inquiries, Complaints and Reports Committee, a notation of that fact and the date upon which the suspension took effect and, if applicable, the date upon which the suspension was lifted.
 15. Where the Inquiries Complaints and Reports Committee has imposed an interim term, condition or limitation on the certificate of registration of a member in connection with an investigation which did not result in a referral to the Discipline Committee or the Fitness to Practise Committee, a notation of that fact, the nature of the order and its effective date, until the matter which was the subject of the investigation is finally concluded by the Inquiries, Complaints and Reports Committee.
 - 15.1 Where the Inquiries, Complaints and Reports Committee has imposed an interim term, condition or limitation on the certificate of registration of a member in connection with an investigation which resulted in a referral to the Discipline Committee or the Fitness to Practise Committee, a notation of that fact, the nature of the order and its effective date, until the referral is finally concluded by the Discipline Committee or the Fitness to Practise Committee.
 16. Where one or more allegations of professional misconduct or incompetence has been referred to the Discipline Committee in respect of the member on or after October 1, 2015 and have not yet been disposed of,

- a) the date of the referral;
 - b) a copy of the specified allegations;
 - c) the status of the hearing including the hearing date, if one has been set;
 - d) the next scheduled date for the continuation of the hearing if the hearing was adjourned to a specific date or, if the hearing was adjourned without a specific date, a notation to that effect; and
 - e) the Notice of Hearing.
17. Where the question of the member's capacity has been referred to the Fitness to Practise Committee and not yet decided,
- a) a notation of that fact; and
 - b) the date of the referral.
18. Where the results of a disciplinary proceeding are contained in the College's register, the date on which the panel of the Discipline Committee made its decision including, if applicable, the date on which the panel ordered any penalty.
19. Where a decision of the Discipline Committee has been published by the College with the member's name included in any medium and the decision included a finding of professional misconduct or incompetence,
- a) a notation of that fact; and
 - b) identification of the specific publication of the College which contains that information.
- 19.1 Where a decision of the Discipline Committee has been published by the College with the member's name included in any medium but the decision did not make a finding of professional misconduct or incompetence,
- a) a notation of that fact; and
 - b) identification of the specific publication of the College which contains that information.
20. Where the result of an incapacity proceeding is contained in the College's register, the date on which the panel made the finding of incapacity and the effective date of any order made by the panel.
21. A summary of any finding of guilt of which the College is aware if made by a Court on or after January 1, 2015 against a member, in respect of any offence, in any jurisdiction, that the Registrar believes is in the public interest to be posted on the register.
22. Any information the College and the member have agreed should be included in the register.

23. Any information the College and a health profession corporation to which the College has issued a certificate of authorization have agreed should be included in the register.
24. Where a member holds an Inhalation Certificate,
 - a) a notation that the member is authorized by the College to administer a substance by inhalation; and
 - b) the date on which the Inhalation Certificate was first issued.
25. Where a member's Inhalation Certificate has been cancelled or voluntarily surrendered,
 - a) a notation that the Inhalation Certificate has been cancelled or voluntarily surrendered, whichever the case may be; and
 - b) the date it was cancelled or voluntarily surrendered, whichever the case may be.
26. [Each registrant's certificate of registration number.](#)

Mover: _____

Secunder: _____

ITEM 3.12.1 - Appendix A**BY-LAW 1 (GENERAL): CONSULTATION FEEDBACK
(Received between January 30 and April 4, 2024)****[1] 01-30-2024**

“If you feel it’s important to add the registration numbers to the public register then by all means. (doesn’t bother me either way.)

However, as I see it, if a pharmacy or an insurance company is questioning a prescription or a claim, and ask for the prescriber’s registration number, then to me that is an added layer of protection for the public —and for the insurers or pharmacies.

In other words, if there is someone trying to submit a prescription or claim of questionable veracity, then the pharmacist or insurance company could ask for the registrant’s number.

As it is now, that number wouldn’t be available to the public or individual fabricating the prescription or the claim.”

[2] 01-30-2024

“The issue is that some unethical parties (patients included, as well as clinics) can use the billing number to submit false claims.”

[3] 01-30-2024

“Proposed changes- registration number being listed. This seems to be in keeping with other colleges so seems appropriate. I confess I already thought our numbers were listed.”

[4] 01-30-2024

“I support adding each member’s registration number to the information available to the public on the Register. This is common practice in many of the other health regulated professions public registers and it provides for another level of transparency, consistency and opportunity for verification if there is any confusion.”

[5] 01-31-2024

“I believe the public already has access to our relevant information. In my opinion, having access to our registration numbers would increase the likelihood of fraud.”

[6] 02-01-2024

“Just wanted to send my concern over adding registration numbers to public registry. While I agree with access to information I am also concerned about fraudulent use of registration numbers in regards to insurance claims.

We provide the number when requested by clients/ patients. I don’t see the benefit of having the number beforehand.”

[7] 02-02-2024

“I hope this message finds you well. I am writing to express my concerns and provide feedback on the proposed revisions to the Public Register, specifically the addition of registrants' registration numbers.

While I understand the College's commitment to transparency and alignment with other RHPA Colleges for consistency, I would like to highlight potential risks associated with making registration numbers publicly accessible. My primary concern is related to the increased susceptibility to fraudulent activities, particularly in areas such as prescription writing for controlled substances and dealing with orthotics and orthopaedic shoes.

The availability of registration numbers on the Public Register could potentially empower individuals with malicious intentions to engage in fraudulent activities, such as unauthorized prescription access or fraudulent dealings with orthotics and orthopaedic shoes. Given the current challenges and prevalence of fraudulent practices in these areas, it is crucial to carefully weigh the benefits of transparency against the potential risks to public safety and the integrity of the healthcare system.

I strongly believe that alternative measures, such as enhancing the verification process through the College's official channels, could provide the necessary information to the public without exposing registration numbers on the Public Register. This approach would maintain transparency while minimizing the risk of misuse.

I kindly request the Council to reconsider the decision and explore alternative solutions that balance transparency with the protection of registrants and the public. I appreciate the Council's commitment to seeking input from stakeholders, and I hope my concerns will be taken into consideration during the decision-making process.

Thank you for your attention to this matter. I look forward to the Council's thoughtful consideration and a balanced resolution that prioritizes both transparency and the safety of registrants and the public.”

[8] 02-06-2024

“I was on council when the numbers were removed. Peter was also there at the time so he might be able to speak to this issue. There was a dramatic increase in fraud where the numbers were being used by unregistered individuals to process orthotics claims unbeknownst to the college member until the insurance company informed them. I wonder how many just were paid out with out question? I am not sure the advantage of posting the numbers other than a further identifier for pharmacies and insurance companies. Perhaps we could provide their colleges with the names and numbers without posting them publicly?”

[9] 02-08-2024

“In my opinion, our registration numbers should not be part of the public record, in effort to avoid and/or diminish fraud.

I have personally experienced several cases of fraudulent claims using my clinic information and registration number from existing patients and their families. With the ease of electronic claim submissions, I believe that that number would increase if our registration numbers were made public.

While I appreciate the time required to answer public enquiries regarding our registration numbers, I am assuming that most of those would be from Insurance Companies verifying claim submissions and Pharmacists

versus the general public. Other than insurance claim submissions and perhaps drug prescriptions, which in fact would have our registration numbers indicated on these documents for patients under our care, what possible reason would members of the general public require our registration numbers?"

[10] 02-09-2024

"I am not opposed to this being done. Anyone can access a physicians CPSO number on their college website."

[11] 02-09-2024

"I do not feel that registration numbers should be added to the Public Register.

This increases the possibility of fraudulent insurance claims using the registrant's number. This is a significant problem since most insurance companies allow their policy members to submit online claims for services provided. As a result, fraudulent claims can be submitted with the registrant having no knowledge that this is being done. Visible registration numbers would only increase the likelihood of this happening.

It is my understanding that registrants of other regulated health professions like Chiropractors, Massage Therapists and Physiotherapists, whose services are also payable under most insurance companies, do not have their registration numbers visible on their public register.

I do not feel that having the registration numbers added to the Public Register would be serving the public interest in any way."

[12] 02-13-2024

"I see no value in adding the individuals' registration number to the public register. Having the registration number on the public register in no way improves the care Ontarians receive from members/registrants of the College. There is no evidence that having the number on the public register will improve access or care delivered to the public by members/ registrants."

[13] 02-19-2024

"I don't think this is good idea.

The college removed registrations numbers from the website 10- 15 years ago due to fraudulent claims to insurance companies. This happened to me.

Could you not come up with an alternate numbering system for the website use to identify registrants For registrants starting in 1983 or you could start with the oldest registrant if they were registered in 1973

AA=1983

AB =1984

AC=1985 MY website identifier would be AC53 representing 850153

1990 would start with B

2000 start with C

2010 start with D my daughter's registration would DH07 . Her registration number is 18007

2020 start with E

Just a suggestion.

Still keep actual registration # for government use, pharmacies and insurance companies. They would not be publicised."

[14] 02-29-2024

“In regards to your wanting feedback on adding Registrations numbers to the Public Registrar. I strongly Disagree with adding our Registration numbers to the Public COCOO Registrar.

Registration numbers should only be applied and used for specific paperwork such as Medical Prescriptions (Rx's) such as Antibiotics and Oral medications, Orthotic Insurance Forms and Orthotic Rx's and any Footwear Insurance Rx's and Office Visit Invoices.

Therefore, when there is any Fraudulent use of a Registrants Registration number, there would be better tracking of who obtained that number for that specific Registrant.

If it is just up an open on the Public Record, then anyone can access our Registration Numbers, which we worked hard and long to obtain. With all the Fraud in this day and age and especially in the medical arena we need to do whatever we can to protect our Registration Numbers from Fraud and our Patients from the same fate. Let's not put our Registration numbers out there for all the fraudulent people to access. Let's keep Fraud away from our Registration numbers please.

It does not have any bearing on Transparency to the Public to put our Registration Numbers on the Public Registrar. The Transparency for Registration Numbers starts at our clinics when they walk through the door and book an appointment. At that point our Registration Number has true Transparency and meaning to the Public Patient.”

[15] 03-13-2024

“In response to requested feedback regarding adding license numbers to our public registry it is my opinion that this information is not necessary to be available publicly. Our registration numbers are not a secret as they are available to our patients on our receipts and per patient request if necessary regarding insurance purposes. I would consider this as patient-practitioner privilege and believe having our numbers available publicly would encourage use/abuse with respect to false insurance claims.

It is already not unheard of for either patients to make false claims as well as for people who are not actual patients to get a hold of a practitioner's license number and place false insurance claims through. Making our license numbers publicly available would only make it easier to place these false claims. I believe we already have a scrutinous relationship with the insurance companies as is, I don't think we need to invite any other opportunities for abuse with respect to claims. I understand other medical professions do have these numbers publicly available such as on the CPSO website however insurance companies are not "paying the bills" as they do with our profession. Thank you for taking the time to consider our opinions on this matter.”

[16] 03-12-2024

“At present my registration number is displayed in my office on my registration/licence document, on prescriptions, and on correspondence for patient insurance claims, and other documents.

I do not believe this is a hinderance, other than those who would use it for fraudulent purposes and those people will find it if they want it.”

[17] 03-25-2024

“Thank you for your e-mail regarding the proposed changes to By-law 1 Regarding adding registration numbers to the public register. I agree, that it is in the public interest that the college aligns its practices with other RHPA Colleges. This includes making the registrants' registration numbers available to the public.

I support the proposed changes to by-law 1 for adding the registration numbers to the public register and making the information accessible to the public.”

[18] 03-31-2024

“I agree with the proposed revisions to the by-law to require the posting of registration numbers. Transparency is crucial in maintaining public trust, and providing access to registrant's registration numbers enhance accountability and allows for easier verification of information. It aligns with the practice of other regulatory colleges. These changes are in the public interest as they enhance transparency and ultimately serving to protect the public.

One concern regarding the posting of registration numbers on the Public Register is the potential for fraudulent use of this information. The misuse of this information could lead to privacy breaches or other security issues. Is there a way for the college to monitor any suspicious activity or misuse of registration numbers?”

[19] 04-02-2024

“I wish to voice my opposition to adding our registration numbers to the public register.

Previously, our registration numbers were available to the general public on the register. Part of the reasoning for the removal was the concern for fraud, with ready access to our registration numbers allowing anyone to produce a receipt and send it in to an insurance company without even seeing the practitioner and having a low probability of being caught. Having looked through other college register sites it appears to me that regulated professions similar to chiropractic, who would see patients multiple times in a calendar year do not include the registration number. These include the college of physiotherapist, college of chiropractors and college of massage therapist. My feeling is that because these groups see people multiple times regularly then adding extra appointments to claim under insurance would be much easier than perhaps a dentist who sees someone only twice a year and were a sudden increase in claims might trigger an investigation. These groups similar to ourselves, also provide braces, orthotics, compression garments which all have a high level of associated fraud in the insurance industry. Many of our membership have also had individuals try to write themselves prescriptions for medications, now including narcotics.

While it is next to impossible to stop these types of fraudulent behaviors from happening in today's society where it is easy to produce replicas of your receipts or prescriptions. I do not feel that we are protecting the public by adding the registration numbers to the general register and we should not move forward on this.”

ITEM 3.12.2 - Appendix B

Are registration numbers displayed on other regulators' Public Registers?

Provincial Regulator	Registration Number on Public Register	
	YES	NO
College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario		X
College of Audiologists and Speech-Language Pathologists of Ontario	X	
College of Chiropractors of Ontario		X
College of Dental Hygienists of Ontario	X	
College of Dental Technologists of Ontario	X	
Royal College of Dental Surgeons of Ontario	X	
College of Denturists of Ontario	X	
College of Dietitians of Ontario	X	
College of Homeopaths of Ontario	X	
College of Kinesiologists of Ontario	X	
College of Massage Therapists of Ontario		X
College of Medical Laboratory Technologists of Ontario	X	
College of Medical Radiation and Imaging Technologists of Ontario	X	
College of Midwives of Ontario	X	
College of Naturopaths of Ontario	X	
College of Nurses of Ontario	X	
College of Occupational Therapists of Ontario	X	
College of Opticians of Ontario	X	
College of Optometrists of Ontario	X	
Ontario College of Pharmacists	X	
College of Physicians and Surgeons of Ontario	X	
College of Physiotherapists of Ontario	X	
College of Psychologists of Ontario		X
College of Registered Psychotherapists of Ontario	X	
College of Respiratory Therapists of Ontario	X	
College of Veterinarians of Ontario		X
Law Society of Ontario	X	
Ontario College of Social Workers and Social Service Workers	X	
Ontario College of Teachers	X	
College of Early Childhood Educators	X	



ITEM 3.13

COUNCIL BRIEFING NOTE

RE: Amendments to By-law #4 Councilor and Committee Code of Conduct

Background:

The College relies on Council and Committee members to appropriately conduct College business to ensure the College is able to fulfill its public protection mandate. In conducting the business of the College, both Council and Committee members must engage in appropriate decision-making and must properly exercise the College's authority as the regulator of chiropractors and podiatrists in the province. When Council and Committee members engage in decision-making on behalf of the College, it is centrally important to maintain the integrity of all decision-making by protecting against any conflict of interest or perceived conflict of interest on the part of the Council or Committee member. To that end, Council and Committee members must prefer the best interests of the College over their own interests, personal or otherwise, to maintain the integrity of the decision-making and ensure the proper exercise of the College's authority. Members must review meeting materials in advance of any meeting to ensure no conflict or perceived conflict arises and, if such conflict does appear to arise, must indicate that they are in a real or perceived conflict of interest. That member must then absent themselves from all deliberations and decision-making of the Council or Committee.

The proposed amendments to by-law #4 streamline the procedure when concerns about councillor or committee members are raised and add flexibility for the Executive Committee to take certain actions in relation to concerns about appointed committee members.

Public Interest Rationale for Decision:

It is in the public interest that the College maintains public confidence in its regulatory functions. A fulsome bylaw to identify and address real or perceived conflicts of interest as well as a practical means of redress for any breach thereof, with enforcement by the Council and Executive Committee helps to promote confidence in the work of Council and Committee members.

Recommended Motion:

The motion before Council is to approve the proposed amendments to by-law #4, attached as Appendix A.

Mover: _____

Seconder: _____

BY-LAW NO. 4: CODE OF CONDUCT OF COUNCILLORS AND COMMITTEE MEMBERS

1. DEFINITIONS

1.01 In this by-law and in any other by-law of the College, unless otherwise defined or required by the context of the specific provision,

“bias” includes a reasonable apprehension of bias as described by Articles 74.03 and 74.05;

“committee” means a committee or a panel of a committee of the College including any statutory, standing or ad hoc committee;

“committee member” means a member of a committee other than an employee of the College serving on an ad hoc or standing committee;

“panel” means a panel of a statutory committee of the College;

“related corporation” means a corporation wholly or substantially owned or controlled by the councillor or committee member or related person of that councillor or committee member;

“related person” is any person who has one of the following relationships to the councillor or committee member or to the spouse of the councillor or committee member, whether based on blood, marriage, common-law or adoption, namely:

- i) child or spouse of a child;
- ii) grandchild or spouse of a grandchild;
- iii) parent or spouse of a parent;

iv) grandparent or spouse of a grandparent;

v) sibling or spouse of a sibling

and in respect of the definition of related person,

“child” means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child or his or her family;

“parent” means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is a natural parent of the child;

“spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage.

2. CONFLICT OF INTEREST

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1-032.01 A conflict of interest may be actual or potential, real or perceived, direct or indirect. A conflict of interest is to be avoided in any College business as it undermines the integrity of Council or committee decision-making. Every councillor or committee member shall declare a conflict of interest, including where a potential conflict of interest appears to arise on the part of another councillor or committee member.

1-032.02 Where a councillor or committee member raises the concern that another councillor or committee member has a conflict of interest, the President, in the case of a councillor, or the committee chair, in the case of a committee member, shall determine whether a conflict of interest exists and shall take the appropriate remedy as set out below in Article 9-1-7.01. The President, in respect of a councillor, or the committee chair, in the case of a committee member, is the final arbiter in determining whether a conflict of interest or bias exists and there is no right of appeal of the President or committee chair’s decision in this respect.

1-042.03 A conflict of interest exists where

- i) a reasonable person knowing the relevant facts would conclude or perceive that the exercise of the councillor's or committee member's judgment was likely to have been influenced by the personal or financial interest of the councillor or committee member or by the personal or financial interest of a related person or a related corporation of that councillor or committee member;

- ii) the councillor is a person who holds a position with another organization such that a reasonable person knowing the relevant facts would conclude or perceive that the exercise of the councillor's judgment was likely to have been influenced by that councillor's responsibilities or duties to that other organization; or
- iii) the committee member is a person who holds a position with another organization such that a reasonable person knowing the relevant facts would conclude or perceive that the exercise of the committee member's judgment was likely to have been influenced by that committee member's responsibilities or duties to that other organization.

1.052.04 A councillor shall be deemed to have a conflict of interest if 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 member of the governing body of the organization; or
- ii) Executive Director, Chief Administrative Officer or another position with similar duties in the organization.

1.062.05 A councillor or committee member shall be deemed to have a conflict of interest if he or she applies for employment with the College unless he or she first resigns as a councillor or committee member.

1.072.06 A selected councillor or a committee member who is employed by the Michener Institute of Education or any other educational institution that provides chiropody or podiatry education and/or training shall be deemed to have a conflict of interest in College matters directly or indirectly impacting the chiropody or podiatry program or courses, and/or the students enrolled in such program or courses.

3. DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST

1.083.01 Subject to Article 35.02, each councillor and each committee member shall, prior to commencing to serve as a councillor or committee member, provide to the Registrar a list of all of the organizations for which he or she serves and in respect of which it is reasonably conceivable that a conflict of interest could arise, including details of the nature of the duties the individual has with that organization.

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1-093.02 A councillor or committee member who is a councillor or committee member when Article 35.01 of this by-law comes into force shall have sixty days from that date to provide the list referred to in Article 53.01.

1-103.03 Each councillor and committee member shall also advise the Registrar of any changes to the information provided under Article 53.01 or 53.02 within a reasonable period of the change taking place.

1-113.04 The Registrar shall provide the information referred to in Articles 53.01, 35.02 and 53.03 to the Executive Committee.

4. BIAS

1-124.01 A bias exists where there is actual bias or reasonable apprehension of bias.

1-134.02 A bias exists in the context of a hearing or meeting involving a decision that directly affects a named person where the committee member who is a member of the decision-making panel has an association, relationship, non-financial interest, ~~or~~ activity or opinion that is incompatible with his or her responsibilities as an impartial decision-maker.

1-144.03 There is reasonable apprehension of bias in the context of a hearing or meeting involving a decision that directly affects a named person if a reasonable person, well informed of the facts, might reasonably conclude that the committee member could not decide the matter impartially or fairly, including because the committee member is 's decision was not impartial nor based solely on the evidence or information properly received by the committee, but rather, influenced by the existence of personal extraneous factors which may include but are not limited to

- i) the committee member's connection with the issue(s) or the decision(s) to be made; or
- ii) the committee member's connection with a person or persons involved in the proceeding, including the person who is the subject matter of the hearing or meeting or any person whose evidence or information is presented at the hearing or meeting.

1-154.04 A bias exists in the context of the meeting of Council or a committee which does not involve a decision that directly affects a named person if the councillor or committee member could not make the's_ decision was one not impartially or fairly made in the best interests of the College, but rather, influenced by the existence of personal extraneous factors.

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1-164.05 There is reasonable apprehension of bias in the context of a meeting of Council or a committee which does not involve a decision that directly affects a named person if a reasonable person, well informed of the facts, might reasonably conclude that the councillor or committee member could not decide the matter impartially or fairly ~~'s decision was one not impartially made~~ in the best interests of the College, but rather, influenced by the existence of personal extraneous factors.

5. COUNCILLORS' OBLIGATION TO SELF-IDENTIFY CONFLICT OF INTEREST OR BIAS

1-175.01 If a councillor believes that he or she has a conflict of interest or bias in respect of any matter which is the subject of either debate or action or intended action by Council, the councillor shall,

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- i) prior to any consideration of the matter at a meeting of Council, disclose to the Council the fact that he or she has a conflict of interest or bias which prevents him or her from participating;
- ii) not take part in the discussion of or vote on any question in respect of the matter;
- iii) absent himself or herself from that portion of the meeting relating to the matter; and
- iv) not attempt in any way to influence the voting or do anything which might be reasonably perceived as an attempt to influence the other councillors or the decision relating to that matter.

1-185.02 Where a councillor declares a conflict of interest or bias in accordance with Article 58.01, that fact shall be reflected in the minutes of that meeting of Council.

6. COMMITTEE MEMBERS' OBLIGATION TO SELF-IDENTIFY CONFLICT OF INTEREST OR BIAS

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1-196.01 If a committee member believes that he or she has a conflict of interest or bias respecting any action or intended action of that committee, the committee member shall,

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- i) in the case of a member of a committee which is holding a hearing,

- (a) immediately upon determining that a conflict of interest or bias may exist, disclose to the chair of the panel the existence of a potential conflict of interest or bias without disclosing any details and, if required, ask the chair for a recess;
 - (b) if the committee member is not sure whether to excuse himself or herself from the panel, privately disclose the conflict of interest or bias to the panel's independent legal counsel in order to seek legal advice;
 - (c) unless the member is satisfied that no conflict of interest or bias exists, decline to participate in any way in respect of the hearing and remove himself or herself from the panel; and
 - (d) where the member removes himself or herself from the panel, not attempt in any way to influence or do anything which might be reasonably perceived as an attempt to influence any of the other members of the panel or of the committee or the outcome of the hearing; and
- ii) in the case of a member of a committee which while not holding a hearing is involved in a matter which directly affects the rights of a specifically named member or person (e.g. Patient Relations Committee, Inquiries, Complaints and Reports Committee, Executive Committee, Quality Assurance Committee, Registration Committee),
 - (a) immediately upon determining that a conflict of interest or bias may exist, disclose to the chair of the panel or if no panel exists, the chair of the committee or meeting, the existence of a potential conflict of interest or bias without disclosing any details and if required, ask the chair for a recess;
 - (b) if the committee member is not sure whether to excuse himself or herself from the committee in respect of the matter, privately disclose the conflict of interest or bias to the Registrar or the Registrar's delegate to obtain advice;
 - (c) unless the member is satisfied that no conflict of interest or bias exists, decline to participate in any way in respect of the matter; and
 - (d) where the member declines to participate in any way in respect of the matter, not attempt in any way to influence or do anything which might be reasonably perceived as an attempt to influence

any of the other members of the panel or of the committee or the outcome in respect of the matter.

1.206.02 Where a committee member declares a conflict of interest or bias in accordance with Article 96.01 (ii), that fact shall be recorded in the minutes of that committee's meeting.

7. ADDRESSING CONFLICT OF INTEREST OR BIAS ARISING AT A MEETING

7.01 ~~9.1.01~~ If, in the course of a meeting other than a hearing, a councillor or committee member is believed to have a conflict of interest or bias in respect of any matter which is the subject of either debate or action or intended action by Council or the committee, and such conflict of interest or bias was not disclosed,

- i) the President or the President's delegate shall make a determination as to whether there is a conflict of interest or bias;
- ii) where the President or the President's delegate determines that a conflict of interest or bias exists, the President or President's delegate shall exclude the conflicted or biased councillor or committee member from debate or action in respect of the matter identified. The councillor or committee member shall absent himself or herself and may request that the councillor or committee member leave the meeting for the duration of Council's or the committee's consideration of the matter and the councillor or committee member shall not attempt in any way to influence the voting or do anything which might be reasonably perceived as an attempt to influence the other councillors or the decision relating to that matter; and
- iii) if there is a determination of conflict of interest or bias, the councillor or committee member must comply with the direction of the President or the President's delegate.

8. PROCEDURE FOR IDENTIFYING BREACH OF CODE OF CONDUCT

1.218.01 Where a councillor believes that another councillor or a committee member has breached any Code of Conduct for councillors and committee members adopted by Council or breached this by-law, he or she must advise the Executive Committee in writing.

8.02 If the Registrar receives information that indicates that a councillor or committee member may have breached any Code of Conduct for councillors and committee

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members adopted by Council or breached this by-law, the Registrar may report the information to the Executive Committee ~~in writing.~~

~~1-228.03~~ The Executive Committee shall keep a record of any reports of alleged breaches of the Code of Conduct in its minutes or otherwise in writing.

~~1-238.04~~ The Executive Committee shall notify the person whose conduct is the subject of concern of the nature of the concern and provide that person with a reasonable opportunity to make written or oral submissions or both to the Executive Committee.

~~1.24~~ The Executive Committee shall make a preliminary determination of the relevant facts and report those facts to the person whose conduct is the subject of concern.

~~1-258.05~~ The Executive Committee shall make reasonable efforts to resolve the matter to its satisfaction. This may include but is not limited to resolving the concern with a recommendation that the person should engage in remediation or determining that no further action is warranted.

~~1-268.06~~ After considering the submissions of the person whose conduct is the subject of concern, if any, the Executive Committee may form the view that further action is required. If the Executive Committee is of the view that further action may be required by Council, the issue shall be placed on the agenda for the next meeting of Council.

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~~1-278.07~~ If the Executive Committee is of the view that further action is required and if material facts are not in dispute, the matter shall be placed on the next agenda of the Executive Committee if the matter relates to a non-council committee member or on the next agenda of Council if the matter relates to a councillor. The Registrar shall advise the person whose conduct is the subject of concern of the date of the next meeting of the Executive Committee or Council, as applicable, and of his or her opportunity to make either written or oral submissions to the Executive Committee or Council, as applicable, should he or she wish to do so.

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~~1.28~~ After providing the opportunity referred to in Article 14.01, Council shall determine whether any material facts are in dispute.

~~1-298.08~~ If the Executive Committee is of the view that further action is required and if material facts are in dispute, Council the Executive Committee shall adopt a fair and reasonable process to determine those facts which may include the appointment of an independent third party ("ITP") to investigate and provide a written report to the Executive Committee or to Council respecting those facts.

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1-308.09 Where ~~Council~~ the Executive Committee does not appoint an ITP, the process to determine those facts shall provide the person whose conduct is in question with disclosure of the allegations and relevant information supporting the allegations as well as an opportunity to make written or oral submissions or both to the Executive Committee or Council as applicable.

1-348.10 Where ~~Council~~ the Executive Committee does not appoint an ITP, it shall ~~endeavour to make the decisions required by Article 19~~ take the required steps to determine the material facts at or before the next regular meeting of the Executive Committee or Council.

1-328.11 Whether or not ~~Council~~ the Executive Committee determines to appoint an ITP, ~~it~~ the Executive Committee or Council may suspend the person whose conduct has been brought into question from all of his or her duties with the Council, including all committees of the College, until the matter is finally disposed of provided the Executive Committee or Council is satisfied that the suspension is necessary to ensure the integrity of the College and/or its processes.

1-338.12 Where an ITP is appointed, the ITP shall use a process that provides the person whose conduct is in question with disclosure of the allegations and relevant information supporting the allegations as well as an opportunity to make written or oral submissions or both to the ITP.

1-348.13 After completing the investigation, the ITP shall provide a written report to ~~Council~~ the Registrar which shall include the ITP's findings as to whether, in the ITP's opinion, the person whose conduct is the subject of concern breached any Code of Conduct for councillors and committee members adopted by Council or breached this by-law and, if so,

- i) whether, in the ITP's opinion, the breach was due to inadvertence or as a result of the wilful conduct or the gross neglect of the person; and
- ii) whether, in the ITP's opinion, the person's actions have had or are likely to have serious and substantial negative implications for the College as well as the ITP's reasons for those findings and opinions.

1-358.14 The ITP shall complete the investigation and deliver to the Registrar the report referred to in Article ~~17-038.13~~ within forty-five days or such longer period of time as may be permitted by the Executive Committee.

1-368.15 The Registrar shall provide a copy of the report to the Executive Committee and to the person whose conduct is the subject of concern, and unless the Executive Committee directs that a special meeting of Council be called, the report and the determination of what action to take in respect of the person whose conduct is

the subject of concern shall be included in the agenda of the next regular meeting of Council, provided that if the matter relates to a non-council committee member it may be included in the agenda of the next meeting of the Executive Committee instead of Council.

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1.378.16 The Council or Executive Committee may adopt either in whole or in part any of the findings and opinions of the ITP.

9. DETERMINATION OF WHETHER THERE IS A BREACH OF CODE OF CONDUCT

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1.389.01 Following the determination of all of the relevant facts, Council shall determine whether the person breached any Code of Conduct for councillors and committee members adopted by Council or breached this by-law. Where the matter relates to the conduct of a non-council committee member, the Executive Committee may make this determination and shall report the outcome to Council at the next regular meeting.

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1.399.02 If Council or the Executive Committee determines that the person did not breach any Code of Conduct for councillors and committee members adopted by Council or breach this by-law, no further action shall be taken and any suspension imposed by Article ~~16.018.11~~ shall automatically be lifted.

1.409.03 Where Council, or in the case of a non-council committee member the Executive Committee, determines that the person breached any Code of Conduct for councillors and committee members adopted by Council or breached this by-law, it shall

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- i) in the case of a councillor, and where Council determines that the breach was wilful or caused by the gross neglect of the councillor or, that although inadvertent, the councillor's actions have had or are likely to have serious and substantial negative implications for the College, request the immediate written resignation of the person from the Council and all committees, and if the resignation is not received forthwith, disqualify the councillor;
- ii) in the case of a non-council committee member ~~who is not a councillor~~, and where Council or the Executive Committee determines that the breach was wilful or caused by the gross neglect of the committee member or, that although inadvertent, the committee member's actions have had or are likely to have serious and substantial negative implications for the College, request the immediate written resignation of the person from all committees, and if the resignation is not received forthwith, disqualify the committee member; or

- iii) where action under clause i) or ii) is not considered appropriate, ~~demand an apology and, if considered appropriate, suspend the person from any and all duties of Council or a committee or both until an apology is received or other resolution acceptable to Council is reached~~the Council or Executive Committee may take other action it considers appropriate in the circumstances, which may include but is not limited to, issuing an oral or written censure to the councillor or committee member; requiring the councillor or committee member to engage in remediation, or requiring the councillor or committee member to provide an apology.

1.419.04 If Council disqualifies a councillor from Council, it shall

- i) in the case of an elected or selected councillor, treat the situation in the same way as if a vacancy had been created as a result of the resignation of that councillor; and
- ii) in the case of a councillor appointed by the Lieutenant-Governor in Council, suspend the councillor from all of his or her duties with the Council including all committees of the College and immediately advise the Minister of Health and Long Term Care of its decision and the reasons for it.

1.42 If Council or the Executive Committee determines to disqualify a non-council committee member, it shall

1.43 9.05 ~~in the case of a non-council committee member,~~ treat the situation in the same way as if a vacancy had been created as a result of the resignation of that non-council committee appointee, ~~and~~

- ii) ~~in the case of a committee member who is not a non-council committee appointee, remove the person from all committees.~~

10. PROCEDURAL AND OTHER SAFEGUARDS

1.43 10.01 In determining whether to appoint an ITP, whether an interim suspension should be imposed, whether a sanction should be imposed and, if so, the appropriate sanction to be imposed, the Executive Committee or Council shall be mindful of the general principle that sanctions, except in the most extreme cases, shall not be used to punish ~~members of Council~~councillors or committee members, but rather to protect the College and to change behaviour which would be potentially harmful to the College.

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1-4410.02 The Executive Committee or Council shall not consider whether to appoint an ITP, suspend the person whose conduct is the subject of concern or take any action to disqualify the person without first providing that person with an opportunity to address the Executive Committee or Council either personally or by his or her ~~solicitor~~representative.

1.45 A resolution of at least two-thirds of the councillors present at a meeting of Council duly called for that purpose shall be required in order to

i) ~~appoint an ITP pursuant to Article 15.02;~~

ii) ~~impose an interim suspension in accordance with Article 16.01; or~~

~~iii)~~**10.03** disqualify a councillor in accordance with this by-law.

1-4610.04 A majority resolution of the Executive Committee or Aa majority resolution of the councillors present at a meeting of Council duly called for that purpose shall be required in order to disqualify a non-council committee member in accordance with this by-law.

1-4710.05 A councillor whose conduct is the subject of a debate or vote under this by-law shall not be present during the debate or vote and shall not be counted as a member of Council in determining whether a quorum exists or whether the motion was carried or defeated.

1-4810.06 Before any debate is had or vote taken by Council pursuant to this by-law, Council shall consider whether the public should be excluded from the meeting in accordance with the Code.

Approved and amended by Council as of September 22, 2023; Amended by Council as of May XX, 2024.

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ITEM 3.14

COUNCIL BRIEFING NOTE

RE: Amendment to Code of Conduct for Councillors and Committee Members

Background:

The College relies on Council and Committee members to conduct College business to ensure the College can fulfill its public protection mandate. In conducting the business of the College, both Council and Committee members must engage in decision-making and the exercise of the College's authority as the regulator of chiropodists and podiatrists in the province. It is critically important that Council and Committee members follow the Code of Conduct to ensure that their work on behalf of the College is above reproach. Further, it is critical that neither Council nor Committee members engage in conduct that undermines the integrity of the College in any respect.

Given the importance of the Code of Conduct, an amendment has been proposed to broaden its language such that Council and Committee members cannot act in a manner that places their personal interests or any other interests above the College. Council and Committee members shall avoid engaging in conduct that interferes with the ability of the College to achieve its public protection mandate.

Public Interest Rationale for Decision:

It is in the public interest that the College maintains public confidence in its regulatory functions. A fulsome Code of Conduct that is enforced by the Council and Executive Committee will help to promote confidence in the work of Council and Committee members.

Recommended Motion:

The motion before Council is to approve the amendments to the Councilor and Committee Code of Conduct, attached as Appendix A.

Mover: _____

Seconder: _____

Item 3.14.1 Appendix A

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 Chiropractic 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 or any other interests. Council and Committee members shall avoid engaging in conduct that interferes with the ability of the College to achieve its public protection mandate.
6. Council and Committee members shall avoid any appearance of or actual conflict of interest or bias.

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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 and Committee members shall not or its Committees feels compelled to publicly oppose or speak against a policy adopted by Council, or a decision made by a Committee policy, position, decision, by-law or other matter made or adopted by Council or 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.

[Adopted by Council: insert date](#)

[Amended by Council: insert date](#)



ITEM 3.15

COUNCIL BRIEFING NOTE

**RE: APPROVAL OF CONTINUING EDUCATION (CE) CREDIT HOURS FOR NEWLY DEVELOPED MODULES
AND ROLE OF CLINICAL SUPERVISOR**

BACKGROUND:

The College has developed two new Continuing Education (CE) modules aimed at enhancing registrant competencies in key areas of professional practice: governability and clinical supervision. These modules have been carefully designed to support the College's commitment to ongoing professional development and high standards of practice. Both modules have undergone thorough review by the Quality Assurance Committee, which has now put forward recommendations for the CE credit hours to be awarded upon completion of these modules, as well as for registrants who choose to take on the role of a clinical supervisor.

Note: Draft videos circulated separately.

Public Interest Rationale for Decision:

The implementation of these CE modules aligns with the College's strategic objective to promote exceptional standards of practice and governance. Providing education on governability empowers Registrants to better understand and fulfill their obligations under the College's regulatory framework, thereby strengthening the integrity of the profession. The module on clinical supervision is essential in preparing registrants to effectively guide and support the next generation of practitioners, ensuring a consistently high quality of patient care. Recognizing and rewarding the commitment of Registrants to undertake the role of clinical supervisor underscores the value placed on mentorship and its direct impact on patient safety and public welfare.

Recommended Motions:

Governability Module Credit Approval:

Motion to approve the Quality Assurance Committee's (QAC) recommendation for 1.0 credit hours to be awarded for completing the Governability module.

Mover: _____

Secunder: _____

Clinical Supervision Module Credit Approval:

Motion to approve the QAC's recommendation for 1.0 credit hours to be awarded for completing the Clinical Supervision module.

Mover: _____

Secunder: _____

Credit for Role of Clinical Supervisor:

Motion to approve the QAC's recommendation for 5.0 credit hours a registrant may claim when undertaking the role of a clinical supervisor.

Mover: _____

Secunder: _____



ITEM 3.16

AUDIT COMMITTEE REPORT
May 31, 2024 Council Meeting

COMMITTEE MEMBERS

Chair: Jim Daley, Public Appointee

Professional Members (Council):

Ed Chung, Podiatrist
Melanie Atkinson, Chiropracist

Professional Members (Non-Council):

None

Public Appointee:

Jim Daley

ROLE OF THE COMMITTEE

To 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

Tuesday, May 7, 2024

DECISION/OUTCOMES

2023 Audit:

The Audit Committee met on May 7th, 2024, with the College Auditors to review the 2023 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 in number.
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 2024

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. Any savings resulting from an RFP would be minimal and more than offset by the time and resources required.

NEXT MEETING

There are no meetings scheduled in the near term. The next meeting will likely occur in early January 2025 to consider the budget.

***College of Chiropodists of Ontario
Audit Findings Communication for the year
ended December 31, 2023***

A message from Lanjun Wang

I am pleased to provide you with the findings of our audit of the financial statements of College of Chiropractors of Ontario (the “College”) for the year ended December 31, 2023.

Our audit findings communication is designed to highlight and explain key issues, which we believe to be relevant to the audit and to continue effective two-way communication with you regarding our audit. This will assist the Audit Committee in fulfilling your responsibility of overseeing the financial reporting process of the College.

This communication has been prepared to comply with the requirements outlined in CAS 260, *Communication with those Charged with Governance*. The information in this document is intended solely for the use of the Audit Committee, Council and management and should not be distributed to others without our consent.

We look forward to discussing our audit findings with you in detail as well as any other matters that you may wish to address.

The logo for Hilborn LLP, featuring the company name in a stylized, cursive script.

Lanjun Wang, CA, CPA, MBA
Partner
Hilborn LLP
April 25, 2024

**“Our
commitment
to quality is
reflected in
every aspect
of our work.
If you have
any questions
or comments,
please contact
me.”**



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Significant Qualitative Aspects of the College’s Accounting Practices	4
Other Significant Matters	5-6
Appendix A – Management Representation Letter	

Your client service team

Lanjun Wang, Engagement Partner
lwang@hilbornca.com

Fiona Zou, Associate Partner
fzou@hilbornca.com

“At Hilborn, we are committed to audit quality and strong client service. Audit quality is integral to our business and is an overarching consideration in our training, our processes, and our systems and controls.”

Executive Summary



Audit status

We have completed our audit of the financial statements of College of Chiropractors of Ontario for the year ended December 31, 2023 with the exception of the following procedures:

- Complete subsequent events procedures
- Receipt of the signed management representation letter
- Council approval of the financial statements

These procedures require completion before we may issue our auditor's report. If we become aware of significant matters after completing these procedures, we will bring them to your attention.



Auditor's report and representations from management

We expect to issue an unmodified opinion. The expected form and content of our report is included in the draft financial statements being provided.

A copy of the management representation letter is included in Appendix A. We ask management to sign and return this letter to us before we issue our auditor's report.



Independence

We are independent and have been so throughout the audit process. We have complied with all relevant ethical requirements regarding independence.



Significant difficulties encountered

There were no significant difficulties encountered while performing the audit.



Changes from the audit plan

Our audit approach was consistent with the approach communicated to you in our audit plan dated January 2, 2024.

We revisited the planning materiality based on the preliminary financial information received from the management and adjusted it from \$50,000 to \$56,000. Final materiality is consistent with revised planning materiality, which is \$56,000.

Significant Qualitative Aspects of the College’s Accounting Practices

Canadian Auditing Standards require that we communicate with you about significant qualitative aspects of the entity’s accounting practices, including accounting policies, accounting estimates and financial statement disclosures.

Accounting policies, accounting estimates and financial statement disclosures	Hilborn’s response and views
<p>The significant accounting policies are disclosed in Note 1 to the financial statements. Management is responsible for the appropriate selection and application of accounting policies under Canadian accounting standards for not-for-profit organizations.</p>	<ul style="list-style-type: none"> - We reviewed the accounting policies adopted by the College and concluded that, based on audit work performed, the accounting policies are appropriate for the College and applied consistently.
<p>Management is responsible for the accounting estimates included in the financial statements. Estimates and the related judgments and assumptions are based on management’s knowledge of the operations and past experience about current and future events.</p>	<ul style="list-style-type: none"> - We considered whether there was any management bias in preparing the estimates. We believe management’s process for making accounting estimates is adequate.
<p>Financial statement disclosure and presentation</p>	<ul style="list-style-type: none"> - We did not identify any financial statement disclosure and presentation matters that are particularly significant, sensitive or require significant judgments, that we believe should be specifically drawn to your attention except that a note regarding the contingencies has been added to address the approaches taken by the management with respect to the contingent liabilities.

Other Significant Matters

In accordance with Canadian Auditing Standards, there are a number of required communications between the auditor and those charged with governance related to the oversight of the financial reporting process. Those communications will primarily be written in the form of our audit plan and audit findings communication. We may also communicate orally through discussions. The table below summarizes the communications required at the conclusion of the audit.

Significant Matter	Discussion
Summary of uncorrected misstatements	We did not identify any misstatements that remain unadjusted in the financial statements except for unrecorded liabilities in the amount of \$5,762 related to the website and computer related maintenance fees for the period from September to December 2023, which is not material to the financial statements based on both quantitative and qualitative considerations.
Corrected misstatements	During the course of the audit, management and Hilborn LLP worked collaboratively to identify adjustments required to the financial statements. There is only one proposed adjustment, which is related to amortization of capital assets. The adjustment proposed by Hilborn has been approved and recorded by management.
Significant deficiencies in internal control	We did not identify any significant deficiencies in internal control.

Significant Matter	Discussion
<p>Fraud and non-compliance with laws and regulations</p>	<p>No fraud or non-compliance with laws and regulations came to our attention during the course of the audit.</p> <p>We would like to reconfirm with the Audit Committee that you are not aware of any fraud or non-compliance with laws and regulations not previously discussed with us.</p>
<p>Significant difficulties encountered</p>	<p>No difficulties were encountered while performing the audit and there are no unresolved disagreements. We received full cooperation from management during our audit.</p>
<p>Related party transactions</p>	<p>We did not identify any related parties or related party transactions.</p>
<p>Subsequent events</p>	<p>Subsequent to the year end, the College received a human rights complaint at the Human Rights Tribunal of Ontario. The applicant seeks \$500,000 in monetary compensation for alleged discrimination under the <i>Human Rights Code</i> for events that are alleged to have occurred in or about October/November 2020 and/or December 2023. We discussed the case with management and concurred with management that a provision is not required as its financial impact on the College, if any, is not estimable at this early state.</p>

Significant Matter	Discussion
Regulatory Health Colleges – College Performance Measurement Framework	<p>We obtained the formal financial reserve policy dated October 29, 2021 from management.</p> <p>We obtained the minutes from the Council meeting dated October 29, 2021 during which the Council discussed and approved the financial reserve policy.</p> <p>We compared the College’s actual reserves at December 31, 2023 to the financial reserve policy and noted that the College is in compliance with the policy.</p> <p>Prior to submission of CPMF, we ask that management provide us with the final version of the CPMF so that we may read the section that relates to the auditor’s validation of the College’s financial reserve policy.</p>

APPENDIX A



College of Chiropodists of Ontario
2102 - 180 Dundas Street West, Toronto, ON, M5G 1Z8

Hilborn LLP
Chartered Professional Accountants
401 Bay Street, Suite 3100
P.O. Box 49
Toronto, Ontario
M5H 2Y4

Dear Sirs/Madams:

This representation letter is provided in connection with your audit of the financial statements of College of Chiropodists of Ontario (the "College") for the year ended December 31, 2023, for the purpose of expressing a conclusion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

We acknowledge that we are responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for the design, implementation and maintenance of internal controls to prevent and detect fraud and error. We understand that your audit was planned and conducted in accordance with Canadian generally accepted auditing standards so as to enable you to express an opinion on the financial statements. We understand that while your work includes an examination of the accounting system, internal control and related data to the extent you considered necessary in the circumstances, it is not designed to identify, nor can it necessarily be expected to detect fraud, shortages, errors or other irregularities, should any exist.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

We confirm, to the best of our knowledge and belief, having made such inquiries as we consider necessary for the purpose of informing ourselves as of TBD, the following representations made to you during your audit:

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated January 2, 2024.
2. The financial statements referred to above include the statement of financial position as at December 31, 2023 and the statements of operations, changes in net assets and cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies. These financial statements present fairly, in all material respects, the financial position of the College as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

3. We acknowledge our responsibility for the design, implementation, and maintenance of internal controls to enable us to prepare financial statements that are free from material misstatement, whether due to fraud or error. We are not aware of any significant deficiencies in internal control of the College.
4. We have reviewed and approved the adjusting journal entries and trial balance.
5. The financial statements have been produced by you, and we have designated someone in management with the suitable skill, knowledge and financial expertise to accept responsibility for the preparation of the financial statements. We hereby approve the financial statements for issuance.

Going Concern

6. The financial statements have been prepared on a going concern basis, which we believe to be appropriate and consistent with our assessment of the College.

Completeness of Information

7. We have made available to you all financial records and related data and all minutes of the meetings of the Council and the Executive Committee through May 12, 2024.
8. All transactions have been recorded in the accounting records and are reflected in the financial statements.
9. We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.
10. We are unaware of any violations or possible violations of laws or regulations, including illegal and possibly illegal acts, the effects of which should be considered for disclosure in the financial statements or as the basis of recording a contingent loss.
11. We are aware of the environmental laws and regulations that impact the College and we are in compliance. There are no known environmental liabilities that have not been accrued for or disclosed in the financial statements.
12. We have disclosed to you the identity of all known related parties and all related party relationships and transactions, including guarantees, non-monetary transactions and transactions for no consideration. We have appropriately accounted for and disclosed such relationships and transactions in the financial statements in accordance with Canadian accounting standards for not-for-profit organizations.
13. We have disclosed all material non-monetary transactions or transactions for no consideration undertaken by the College.

Fraud and Error

14. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

15. We have no knowledge of fraud or suspected fraud affecting the College involving management; employees who have significant roles in internal control; or others, where the fraud could have a material effect on the financial statements.
16. We have no knowledge of any allegations of fraud or suspected fraud affecting the College's financial statements as communicated by employees, former employees, analysts, regulators or others.
17. We believe the effects of the uncorrected financial statement misstatements summarized in the accompanying schedule, including misstatements related to financial statement presentation and disclosure, are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Recognition, Measurement and Disclosure

18. We believe that the significant assumptions used by us in making accounting estimates, including those relating to fair value measurements included and disclosed in the financial statements, are reasonable and appropriate in the circumstances.
19. We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.
20. The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
21. We have informed you of all outstanding and possible claims, whether or not they have been discussed with legal counsel.
22. All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
23. The College has satisfactory title to all assets, and there are no liens or encumbrances on the College's assets, nor has any asset been pledged except as disclosed in the financial statements.
24. We have disclosed to you, and the College has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

25. There have been no events subsequent to the date of the financial statements through to the date of this letter that would require recognition or disclosure in the financial statements. Further, there have been no events subsequent to the date of the comparative financial statements that would require adjustment of those financial statements and the related notes.
26. All events occurring subsequent to December 31, 2023 that require disclosure have been disclosed in the notes to the financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Yours very truly,

College of Chiropodists of Ontario

Ms. Nicole Zwiers, Registrar, CEO

HILBORN

LISTENERS. THINKERS. DOERS.

COLLEGE OF CHIROPODISTS OF ONTARIO

FINANCIAL STATEMENTS

December 31, 2023

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COLLEGE OF CHIROPODISTS OF ONTARIO

Statement of Financial Position

December 31, 2023

	2023	2022
ASSETS		
Current assets		
Cash (<i>note 2</i>)	\$ 1,644,137	\$ 1,682,749
Accounts receivable (<i>note 3</i>)	91,000	51,750
Prepaid expenses	31,399	26,661
	1,766,536	1,761,160
Accounts receivable - long-term portion (<i>note 3</i>)	43,750	45,000
Furniture and equipment (<i>note 4</i>)	3,066	12,427
	46,816	57,427
	1,813,352	1,818,587
LIABILITIES		
Current liabilities		
Accounts payable and accrued expenses (<i>note 5</i>)	237,884	299,633
Deferred revenue	176,300	162,960
	414,184	462,593
NET ASSETS		
Abuse therapy fund	10,000	10,000
General reserve fund	500,000	300,000
Unrestricted balance	889,168	1,045,994
	1,399,168	1,355,994
	\$ 1,813,352	\$ 1,818,587

The accompanying notes are an integral part of these financial statements.

Approved on behalf of the Council:

President

Member

COLLEGE OF CHIROPODISTS OF ONTARIO

Statement of Operations

Year ended December 31, 2023

	2023		2022
	Actual	Budget	Actual
Revenues			
Annual general fees	\$ 1,581,000	\$ 1,602,440	\$ 1,427,300
Other fees - initial, application, examination and others	279,155	252,100	238,400
	1,860,155	1,854,540	1,665,700
Other income			
Interest	67,583	26,500	28,267
Miscellaneous	26,350	1,600	3,755
Expense recoveries (note 3)	182,299	150,000	176,000
	2,136,387	2,032,640	1,873,722
Expenses			
Accounting and audit	28,117	27,000	22,309
Bad debt (note 3)	77,299	-	-
Bank and credit card charges	27,684	4,500	37,770
Council and committee expenses			
Per diem	77,467	250,000	111,441
Travel expenses	19,297	-	36,027
General and committee	26,843	-	26,903
Complaints investigation	62,175	-	38,835
Depreciation	10,887	7,000	3,117
Computer software and maintenance	22,713	8,000	19,160
General and office	44,806	67,075	27,781
Insurance	19,359	17,500	18,362
Legal	620,665	575,000	613,352
Photocopy and printing (recovery)	886	100	(11)
Postage and mailing	375	300	227
Rent	93,795	92,275	86,255
Salaries and benefits (note 7)	737,390	650,000	634,347
Settlement costs	-	-	130,000
Telephone	5,535	6,500	7,201
Web site	64,963	100,000	72,311
	1,940,256	1,805,250	1,885,387
Special one-time projects - Registration exam development	152,957	135,000	139,374
- Sedation and other consulting	-	15,000	3,738
Total expenses	2,093,213	1,955,250	2,028,499
Excess (deficiency) of revenues over expenses for the year	\$ 43,174	\$ 77,390	\$ (154,777)

The accompanying notes are an integral part of these financial statements.

COLLEGE OF CHIROPODISTS OF ONTARIO

Statement of Changes in Net Assets

Year ended December 31, 2023

	Abuse Therapy Fund	General Reserve Fund	Unrestricted Net Assets	Total 2023
Balance - at beginning of year	\$ 10,000	\$ 300,000	\$ 1,045,994	\$ 1,355,994
Deficiency of revenues over expenses for the year	-	-	43,174	43,174
Inter-fund transfers				
Allocation to General Fund	-	200,000	(200,000)	-
Balance - at end of year	\$ 10,000	\$ 500,000	\$ 889,168	\$ 1,399,168

	Abuse Therapy Fund	General Reserve Fund	Unrestricted Net Assets	Total 2022
Balance - at beginning of year	\$ 10,000	\$ 120,000	\$ 1,380,771	\$ 1,510,771
Excess of revenues over expenses for the year	(3,738)	-	(151,039)	(154,777)
Allocation to Abuse Therapy Fund	3,738	180,000	(183,738)	-
Balance - at end of year	10,000	300,000	1,045,994	1,355,994

The accompanying notes are an integral part of these financial statements.

COLLEGE OF CHIROPODISTS OF ONTARIO

Statement of Cash Flows

Year ended December 31, 2023

	2023	2022
Cash flows from operating activities		
Annual general and other fees received	1,873,495	1,715,415
Interest received	67,583	28,267
Expense recovery and miscellaneous income received	93,350	111,750
Cash paid to employees and suppliers	<u>(2,071,514)</u>	<u>(1,920,927)</u>
	(37,086)	(65,495)
Cash flows from investing activity		
Purchase of furniture and equipment	<u>(1,526)</u>	(2,400)
Change in cash during the year	(38,612)	(67,895)
Cash - at beginning of year	1,682,749	1,750,644
Cash - at end of year	<u>\$ 1,644,137</u>	<u>\$ 1,682,749</u>

The accompanying notes are an integral part of these financial statements.

COLLEGE OF CHIROPODISTS OF ONTARIO

Notes to Financial Statements

Year ended December 31, 2023

The College of Chiropractors of Ontario (the "College") has a duty to serve and protect the public interest. The College ensures that the public receives competent care from chiropractors and podiatrists by:

- Regulating the practice of the profession and governing the members in accordance with the Chiropractic Act, 1991, the Regulated Health Professions Act, and the regulations and by-laws.
- Establishing standards of practice.
- Establishing educational requirements for entry to practice and continuing competence.
- Addressing any concerns from the public.
- Educating and providing information to the public about chiropractic and podiatry.

The College is the governing body established by the provincial government to regulate the practice of chiropractic and podiatry in Ontario under the Regulated Health Professions Act and was enacted by statute under the Chiropractic Act (1991). The College is a not-for-profit corporate body without share capital and, as such, is generally exempt from income taxes.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared using Canadian accounting standards for not-for-profit organizations and are in accordance with Canadian generally accepted accounting principles. These financial statements have been prepared within the framework of the significant accounting policies summarized below:

Basis of Presentation

Operations

The statement of operations reflects the day-to-day activities of the College financed by annual general fees as well as other fees.

Abuse Therapy Fund

In accordance with The Regulated Health Professions Act, the College has set up the Abuse Therapy Fund to provide therapy and counselling for persons who, while patients, were sexually abused by a member(s). This fund will be expended on persons who satisfy the College's eligibility criteria.

General Reserve Fund

The College has set up the general reserve fund for the specific purpose of covering operating expenses in the event of unanticipated financial expenditures or occurrences.

In fiscal 2021, the Council approved a motion to increase the general reserve fund over the next three years with the target amount of \$300,000 by the end of 2022, \$500,000 by the end of 2023 and \$700,000 by the end of 2024. During the year, \$200,000 (\$180,000 - 2022) was transferred from the unrestricted balance to the general reserve fund.

Revenue Recognition

Annual general fees are recognized as revenue in the year to which fees relate. Fees received in advance are deferred and recognized in the related period.

All other fees and income are recognized as revenue when the services are provided or as earned.

COLLEGE OF CHIROPODISTS OF ONTARIO

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED December 31, 2023

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial Assets and Liabilities

The College initially measures its financial assets and liabilities at fair value. The College subsequently measures all of its financial assets and financial liabilities at amortized cost.

Financial assets and liabilities measured at amortized cost include cash, accounts receivable and accounts payable and accrued expenses.

Amortized cost is the amount at which a financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and minus any reduction for impairment.

At the end of each year, the College assesses whether there are any indications that a financial asset measured at amortized cost may be impaired. Objective evidence of impairment includes observable data that comes to the attention of the College, including but not limited to the following events: significant financial difficulty of the issuer; a breach of contract, such as a default or delinquency in interest or principal payments; and bankruptcy or other financial reorganization proceedings.

When there is an indication of impairment, the College determines whether a significant adverse change has occurred during the year in the expected timing or amount of future cash flows from the financial asset.

When the College identifies a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it reduces the carrying amount of the financial asset to the greater of the following:

- the present value of the cash flows expected to be generated by holding the financial asset discounted using a current market rate of interest appropriate to the financial asset; and
- the amount that could be realized by selling the financial asset at the statement of financial position date.

Any impairment of the financial asset is recognized in income in the year in which the impairment occurs.

When the extent of impairment of a previously written-down financial asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to the extent of the improvement, but not in excess of the impairment loss. The amount of the reversal is recognized in income in the year the reversal occurs.

Furniture and Equipment

Furniture and equipment is recorded at cost. Depreciation is provided on a straight-line basis over the estimated useful lives of the assets at the following annual rates:

Computer	- 33 1/3%
Furniture and equipment	- 20%

The above rates are reviewed annually for ongoing appropriateness. Any changes to these estimates are adjusted on a prospective basis. If there is an indication that the property and equipment assets may be impaired, an impairment test is performed that compares carrying amount to net recoverable amount. There were no impairment indicators in 2023.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

COLLEGE OF CHIROPODISTS OF ONTARIO

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED December 31, 2023

Employee future benefits

The College contributes to the Healthcare of Ontario Pension Plan (the "Plan" or "HOOPP") which is a multi-employer defined benefit pension plan. A majority of the employees of the College are members of HOOPP.

In accordance with CPA Handbook section 3642, the multi-employer defined benefit plan is accounted using defined contribution plan accounting due to sufficient information not available to use defined benefit plan accounting.

The College's policy is to expense the contributions in the year in which the contributions are made to the Plan.

Use of Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year.

Key areas where management has made difficult, complex or subjective judgment, include provisions for legal claims and allowance for doubtful accounts. Actual results could differ from these and other estimates, the impact of which would be recorded in future affected periods.

2. FINANCIAL INSTRUMENTS AND RISK EXPOSURE

The College is exposed to various risks through its financial instruments. The following analysis provides a measure of the College's risk exposure and concentrations.

Credit Risk

Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The College's main credit risks relate to cash and accounts receivable. The College maintains most of its cash at a federally regulated schedule I bank. The College mitigates credit risk by monitoring the accounts on a regular basis and provides provisions whenever collection is in doubt. As at the end of the year, \$77,299 (\$NIL - 2022) has been provided for doubtful accounts.

Liquidity Risk

Liquidity risk is the risk that the College will not be able to meet its financial obligations when they become due to its creditors. The College is exposed to this risk mainly in respect of its accounts payable and accrued liabilities, and lease commitments. The College expects to meet these obligations as they come due by generating sufficient cash flow from operations.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The College is not exposed to currency or other price risks. The College is exposed to interest rate risk.

COLLEGE OF CHIROPODISTS OF ONTARIO

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED December 31, 2023

2. FINANCIAL INSTRUMENTS AND RISK EXPOSURE (continued)

Market Risk (continued)

Interest rate risk is the risk that changes in market interest rates will cause fluctuations to the fair values and cash flows of the College's investments in interest bearing financial instruments. As at the end of the year, the College held an interest bearing bank account in a total of \$1,525,695 (\$1,613,291 - 2022), which is included in Cash.

Changes in Risk

There have been no significant changes in the risk profile of the financial instruments of the College from that of the prior year.

3. EXPENSE RECOVERIES

The Discipline Committee of the College orders members to pay the College towards its costs and expenses for investigating and hearing complaints/matters against the members. The expense recoveries include \$182,299 (\$176,000 - 2022) from members and accounts receivable includes \$212,049 (\$96,750 - 2022) from members for such orders. An allowance of \$77,299 has been set up for amounts recoverable in relation to the current year expense recoveries.

4. PROPERTY AND EQUIPMENT

2023	Cost	Accumulated Depreciation	Net Book Value
Computer equipment	\$ 20,177	\$ 17,851	\$ 2,326
Office furniture	23,340	22,600	740
	\$ 43,517	\$ 40,451	\$ 3,066

2022	Cost	Accumulated Depreciation	Net Book Value
Computer equipment	\$ 18,651	\$ 16,210	\$ 2,441
Office furniture	\$ 23,340	\$ 13,354	\$ 9,986
	\$ 41,991	\$ 29,564	\$ 12,427

Total depreciation of \$10,887 (\$3,117 - 2022) has been included in the Statement of Operations.

5. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses include government remittances totalling \$2,465 (\$4,988 - 2022).

COLLEGE OF CHIROPODISTS OF ONTARIO

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED December 31, 2023

6. COMMITMENTS

Leases

The College is committed to annual minimum rental payments under operating leases for premises expiring in March 2024, renewable with an extension of 5 years starting from April 1, 2024 and another extension of 5 years starting from April 1, 2029 and for equipment expiring November 2024. Management is in the process of completing the premise renewal process. The anticipated minimum payments for the next five years are as follows:

	<i>Premises</i>	<i>Equipment</i>	<i>Total</i>
2024	\$ 46,232	\$ 5,668	\$ 51,900
2025	47,397	-	47,397
2026	48,563	-	48,563
2027	48,951	-	48,951
2028	50,116	-	50,116
Thereafter	12,626	-	12,626
	<u>\$ 253,885</u>	<u>\$ 5,668</u>	<u>\$ 246,927</u>

In addition, the College is also committed to pay its proportionate share of taxes, utilities and operating costs of the premises, which is \$39,000 (\$39,000 - 2022).

Consulting

During the year, the College has signed a consulting contract in connection with the 2023-24 examination processes in the amount of \$65,250 plus applicable taxes covering a period of 12 months starting from April 1, 2023.

7. PENSION PLAN

The College is a participating employer of the Healthcare of Ontario Pension Plan ("HOOPP"), which is a multi-employer, defined benefit pension plan. During the year, the College made contributions of \$97,963 (\$19,216 - 2022), which are included in salaries and benefits in the statement of operations.

8. CONTINGENCIES

From time to time, in connection with the College's operations, the College receives complaints from its clients or employees or is party to legal and regulatory proceedings. A provision is recorded when a loss is likely and the amount is determinable. There is no provision for 2023.

Registrar's Report May 31, 2024 Council Meeting

2024 has proven to be another busy and exciting year for the College. I have continued to work with staff, Council and committee members to realize continuous improvement in the College's operations. One of my longstanding and continuing priorities, namely, increasing the College's profile, has been a satisfying and successful journey to date with lots of opportunities in this respect in the near and distant future. In addition to outlining some highlights of the year since our last Council meeting in January 2024, I have provided a list of the goals I have set for myself and the College in 2024.

A) Stakeholder Engagement:

(i) Applicant Luncheon:

On April 29, 2024, the College hosted a pizza luncheon for applicants to the College's May/June 2024 Registration Examinations. We were pleased to see an excellent turnout with applicants joined by Michener Chiropractic faculty members: Megan Brittain, Deborah Loundes, who is the College's selected member on Council as well as Eliot To. In addition to lunch, we presented to attendees about professional regulation and wished the applicants well in their upcoming exams.

(ii) OSC Conference:

On May 3, 2024, I attended the Ontario Society of Chiropractors' Annual Conference and presented to attendees. The presentation was entitled, "Challenges and Opportunities Facing Footcare Delivery and its Regulation in the Province". I was pleased to note the level of engagement by attendees and the number of questions from the audience.

(iii) Town Hall Meeting:

On May 15, 2024, we held the College's fourth Town Hall meeting, an opportunity for registrants to engage directly with the Registrar, learn about new topics in professional regulation and ask questions. I provided an expanded presentation of that presented at the OSC conference and included questions raised at the OSC conference. The College held this Town Hall on a weekday evening in response to the College's survey of registrants indicating availability of registrants to attend at this time. The College notes that relatively even numbers of registrants indicated a preference for attending on a weekday evening or a weekend and the College will look to alternate the dates and times of future Townhall meetings to best accommodate the preferences of registrants.

(iv) Council On Licensure, Examinations and Registration Presentation:

On the morning of May 3, 2024, I was invited to present with former Registrar & CEO of the College of Social Workers and Social Service Workers of Ontario, Lise Betteridge, in a "Fireside Chat" held at the Law Society of Ontario discussing our experiences as Registrars & CEOs both transitioning into the role, in my case, and transitioning out of the role into retirement, as is the case for Lise. The attendees were from a cross section of professional regulation.

(v) Canadian Life and Health Insurance Association (CLHIA)'s Anti-Fraud team Meeting:

On April 10, 2024, the president and I met with representatives from CLHIA's anti-fraud team to discuss the College's zero tolerance policy and CHLIA's members. We had a productive meeting with a view to eliminating unethical business practices in respect of overprescribing of orthotics.

(vi) Health Profession Regulators of Ontario (HPRO):

I continue to meet bi-weekly with the other 25 Registrars of the Regulatory bodies governed by the *Regulated Health Professions Act* and to be an active contributor to HPRO meetings and activities. These regular meetings and affiliations with the other RHPA regulators for not only myself but also College staff, serves to ensure the College is kept abreast of important aspects of health regulation in the province.

(vii) Prescribing Group:

The College has joined a voluntary group of associations and regulators working together to make recommendations to the government on best prescribing practices in drug regulations for regulated health professionals. The College has taken a lead role, organizing committee meetings, assisting in the drafting of documents and drafting a white paper for government stakeholders.

(viii) Complaints Video for the Public:

For the first time the College produced an in-house video to assist members of the public where they seek information about submitting a complaint to the College. Providing multi-media forms of communication to members of the public, who may have different preferred communication styles as well as various degrees of fluency in English, such as that provided through an animated video, is considered a best practice among anybody mandated to engage with the public as the College is.

B) 2023 College Performance Measurement Framework:

The College successfully submitted its annual reporting tool to the Ministry of Health by the deadline of March 31, 2024. The report is in respect of the previous year and, in this case, reports on the College's metrics for 2023. The report is located on the College's website and can be found via this link: [COCOO-2023-CPMF](#)

C) Operational Improvements:

IT Improvements: The College moved most of its operations to the cloud in 2023 and will have fully transitioned to the cloud by the late summer 2024. This will allow the College to more fully integrate its member portal to achieve greater efficiencies and effectiveness. We have also continued our process of digitalizing all paper records to ensure the College operates with electronic documents wherever possible.

Communications and Engagement: The College created a new position of "Manager, Communications and Engagement" to focus on these areas of professional regulation, including expanding its presence on social media, improving its website content, creating video content and improving editions of the Footprint.

Consistent Quality Editions of the Footprint: Upon joining the College I committed to ensuring consistent, quality editions of the College's publication – the Footprint. The Footprint is released 3 times throughout the year following each of the Council meetings. I'm pleased to report that we have experienced greater

Registrant feedback and engagement with each edition of the Footprint indicating a receptive audience. We will continue to publish editions of Footprint and welcome suggestions for improvement.

D) Continued Education and Orientation for Council, Committee Chairs, Committee Members and Registrants:

Council Member Orientation: I have continued to provide one-on-one orientation to new Council members, to meet with them directly and answer any questions they may have about their new roles and responsibilities serving on Council. The orientation is robust and follows every professional members completion of the skills matrix required prior to seeking election to Council.

Business Meetings: The College continues to place emphasis on education for Council and Committee members relating to good governance and professional regulation to ensure that all decision-makers are well prepared for College and Council work.

Chair Training: For the second year in a row, the College held a half-day Committee Chair training program to provide Chairs with additional information to assist in their important work leading their respective committees.

Governability Training for Registrants and CE Hours: The College has, for the first time in its history, produced video content intended to educate Registrants on the importance of governability in the context of professional regulation. The Quality Assurance Committee has reviewed the video content and is recommending to Council that continuing education credits be given to registrants who view the video and answer the quiz relating to various components of governability. Council will vote at the May 31st Council meeting as to the appropriate continuing education credits to be given to registrants.

Clinical Supervision for Registrants and CE Hours: The College has, also for the first time, undertaken to create video content for those registrants choosing to act as clinical supervisors and received College approved continuing education credits. The Quality Assurance Committee has reviewed the video content and is recommending to Council that continuing education credits be given to registrants who have agreed to act as a clinical supervisor for a current chiropody student. Such registrants will be required to view the video and supervise a student or students in order to receive the continuing education credits. Council will vote at the May 31st Council meeting as to the appropriate continuing education credits to be given to registrants.

Registrar's Goals for 2024:

For the 2024 Calendar year I have and will continue to focus on the following key areas:

- (i) Elevating the College's profile to ensure stakeholders understand the College and its role.
- (ii) Delivering quality education and orientation for Council, committee chairs and committees.
- (iii) Producing high quality, in-house video content for continuing education of Registrants and other stakeholders.
- (iv) Operational improvements to streamline processes and create continuous improvement.
- (v) Creating opportunities for the professional development of staff.
- (vi) Implementing the College's Strategic Plan with emphasis on sustainability and the adoption of the Podiatry Model in the province.



STRATEGIC PLANNING COMMITTEE

KEY PERFORMANCE INDICATOR (KPI) DASHBOARD

KEY PERFORMANCE INDICATOR (KPI)	METRIC	RESULT	NEXT STEPS	STATUS
Annual review of financial reserves to determine sufficiency	Actions taken to determine sufficiency of reserve fund.	Regular review of financial statements, including reserve funds with no deficit or unexpected deficit noted.		
Continuous improvement of the College's performance in the College Performance Measurement Framework (CPMF) metrics	A comparator of the previous year to ensure that more or all metrics are satisfied.	The College has demonstrated improvement year after year, with a reporting tool capturing the response from the College.		
Financial reporting by the Registrar at each Council Meeting	Regular reporting to Council.	A financial report at every Council meeting by the Registrar.		
Annual onboarding and orientation of new Councilors, Chairs and Committee Members prior to the first Council Meeting	Delivery of onboarding and orientation.	Better prepared Council and committee members as well as chairs demonstrating effective meetings. Reflected in post meeting surveys.		
Maximize membership in the Health Professions Regulators of Ontario (HPRO) with regular engagement by Registrar and Staff	Regular attendance by the Registrar and staff at HPRO meetings and events.	Produce a document (dashboard) annually of HPRO meetings and events, who has attended and when.		
Engagement and follow-up in advancing the Full Scope Podiatry Model (FSPM) as identified in the Position Paper	The Registrar's meetings with government officials and other stakeholders towards supporting the position paper and the FSPM.	Documenting the number of meetings the Registrar has had of this nature, with whom and when. For public reporting purposes, reporting only the number of meetings, without details where there are confidentiality concerns, at the discretion of the Registrar.		
Finalize and maintain the competencies for FSPM	Comparators with the competencies in other jurisdictions with the FSPM that reflect alignment of the College's competencies for FSPM. The work done under the HPRAC submission can be used as a guide.	Sub-group formed to develop a fulsome list of competencies required for the FSPM and a roadmap to operationalizing registration and regulation of registrants practicing FSPM.		
Engagement of academic institutions that can fulfil the FSPM and with Ministry of Colleges and Universities as required	Engagement and outreach to interested post-secondary institutions.	Monitor meetings and outreach that the Registrar has with interested post-secondary institutions.		
Present the FSPM to HPRO for endorsement	Engagement and outreach to HPRO to present to RHPA Registrars about the FSPM.	Include any such presentations as a Dashboard item to report.		
Develop an ongoing strategy for implementation by November 2023 to ensure Members have the requisite knowledge, skill, and training to provide care according to evidence-based best practices	A workable strategy to operationalize the FSPM and ensure the public is protected.	Development of a strategy by November 2023 that identifies different types of registrants, their scopes of practice as well as their education and training and bridging paths.		