



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

# **COUNCIL MEETING**

**Thursday, January 30, 2025**

19<sup>th</sup> Floor Conference Room  
180 Dundas Street W, Toronto, ON M5G 1Z8



## Council Meeting Agenda

Date: Thursday, January 30, 2025 | Time: 9:30 a.m. – 11:00 a.m.

Location: 180 Dundas Street West, Toronto – 19<sup>th</sup> Floor Conference Room

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

9:30am – 9:40am	1.0	Call to Order – Nicole Zwiers, Registrar and CEO	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><b>Motion:</b> <i>That Council approve the preparation time for professional members on Council.</i></p>	N/A
	1.2	<p>Approval of Agenda</p> <p><b>Motion:</b> <i>That Council approve the agenda for the January 30, 2025 Council meeting.</i></p>	
	1.3	<p>Declaration of Conflict of Interest**</p>	1 – 6
	1.4	<p>Approval of Minutes of the December 4, 2024 Special Council Meeting **</p> <p><b>Motion:</b> <i>That Council approve the minutes of the December 4, 2024 Special Council meeting.</i></p>	7 – 9
	1.5	<p>Welcome to Council, Guests and Observers</p>	N/A



9:40am – 9:45am	2.0	Consent Agenda Items	Page Number(s)
		<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.</p> <p>To test whether an item should be included in the consent agenda, ask:</p> <ol style="list-style-type: none"> <li>1. Is this item self-explanatory and uncontroversial? Or does it contain an issue that warrants board discussion?</li> <li>2. Is this item for information only? Or is it needed for another meeting agenda issue?</li> </ol> <p><b>Motion:</b> <i>That Council approve consent agenda items 2.1, 2.2. and 2.3.</i></p>	N/A
	2.1	<p>Announcements:</p> <ul style="list-style-type: none"> <li>• New Public Appointee, Sukhwinder Pal Singh</li> <li>• New Public Appointee, Itraf Ahmad</li> </ul>	N/A
	2.2	Practice Advisor Report**	10
	2.3	<b>Committee Reports</b>	
	2.3.1	Discipline Committee Report**	11 – 13
	2.3.2	ICRC Report**	14 – 19
	2.3.3	QAC Report**	20
	2.3.4	Registration Exam Committee Report**	21 – 22
	2.3.5	Standards and Guidelines Committee Report**	23
	2.3.6	Registration Committee Report**	24
	2.3.7	Patient Relations Committee Report**	25
	2.3.8	Fitness to Practice Committee Report**	26
	2.3.9	Technical Committee Report**	27
	2.3.10	Standing Drug Committee Report**	28
	2.3.11	Elections Committee Report**	29
	2.3.12	Strategic Planning Committee Report**	30
	2.3.13	Registrar’s Performance and Compensation Committee Report**	31
	2.3.14	Audit Committee Report**	32



9:45am – 10:00am	3.0	Decision Items	Page Number(s)
	3.1	Approval of 2025 Expense from Reserve Fund**  <b>Motion:</b> <i>That Council approve the College’s one-time expense to move the iMIS portal to the cloud.</i>	33
	3.2	College 2025 Operational Budget **  <b>Motion:</b> <i>That Council approve the College’s 2025 operating budget.</i>	34 – 37

10:00am – 10:30am	6.0	Discussion Items	Page Number(s)
	6.1	Registrar’s Report** – Nicole Zwiers	38 – 40
	6.2	President’s Report (verbal) – Peter Stavropoulos	N/A
	6.3	Key Performance Indicators (KPIs) Update & Dashboard**	41

10:30am – 10:55am	7.0	In-Camera	Page Number(s)
	7.1	Motion to move in camera  <b>Motion:</b> <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>	N/A
	7.2	Approval of in camera Minutes of the December 4, 2024 Special Council Meeting**  <b>Motion:</b> <i>That Council approve the in-camera minutes of the December 4, 2024 Special Council meeting.</i>	
	7.3	In-Camera Discussion Items	
	7.3.1	Legal Updates	
	7.3.2	Stakeholder Updates**	
	7.4	In-Camera Decision Items	
	7.4.1	Approval of Registrar’s Performance and Compensation Committee Recommendation **	



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10:55am 11:00am	8.0	Next Meeting	Page Number(s) N/A
	<b>8.1</b>	Business Meeting and Council Meeting Dates for 2025: <ul style="list-style-type: none"><li>• Wednesday, May 28 and Thursday, May 29, 2025</li><li>• Wednesday, October 8 and Thursday, October 9, 2025</li></ul>	
	<b>8.2</b>	Council Survey Reminder	
	<b>8.3</b>	Proposed Agenda Items for Next Council Meeting	

11:00am	9.0	Adjournment	Page Number(s) N/A
		<b>Motion:</b> <i>That Council adjourn the meeting.</i>	



## Conflict of Interest Disclosure Form

**Meeting Date:**

**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](#), the **Conflict of Interest Worksheet** and the **Process for Considering & Declaring a Conflict of Interest**.

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 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.
7. Council and Committee members shall uphold the decisions made by Council and its Committees, regardless of the level of prior individual disagreement. Council and Committee members shall not publicly oppose or speak against a policy, position, decision, by-law or other matter made or adopted by Council or a Committee.
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: December, 2016

Amended by Council: May 31, 2024





# WORKSHEET: Conflict of Interest

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## What is a conflict of interest?

A conflict of interest is 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:

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### Financial interest

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

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

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### Personal or professional relationship

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

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

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

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### Professional bias

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

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

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### **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.

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### **Interests of Related Persons**

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

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

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

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### **Threshold analysis**

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

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

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

## Process for Considering & Declaring Conflicts of Interest

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



### Staff pre-screening

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

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### Council, committee or panel member self-screening



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

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### Council, committee or panel discussion of possible conflicts of interest



- Occasionally, you may become aware that another member may have a conflict. If that member does not declare a conflict, or if they are unsure, all members are responsible at the meeting for raising the concern and discussing whether it constitutes a conflict of interest.
- In rare cases of disagreement, a majority of those present can vote to find there is a conflict and exclude the conflicted member from considering the matter.
- Post Meeting Conduct: After recusing yourself on a matter, use professional discretion and avoid revisiting the issue with colleagues, even if the decision is on the public register or you have seen the meeting minutes.<sup>1</sup>

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<sup>1</sup> Council minutes are public documents (aside from in camera portions). Regarding committee and panel minutes, normally it 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.



**Minutes of the Council Meeting  
Wednesday, December 4, 2024 – Virtual (via Zoom)**

**Council Members in Attendance:**

Matthew Andrade  
Chad Bezaire  
Ed Chung  
Jim Daley, Public Appointee  
Jinyu Gu  
Allan Katz, Public Appointee  
Mary Ellen Kennedy-Mitchell  
Andrew Klayman  
Tobi Mark, Selected Member  
Murtuza Najmudin  
Reshad Nazeer, Public Appointee  
Andrew Simmons, Public Appointee  
Sukhwinder Pal Singh, Public Appointee  
Jannel Somerville  
Peter Stavropoulos (Chair)

**Regrets:**

Guransh Brar, Public Appointee

**Staff in Attendance:**

Nicole Zwiers – Registrar and CEO  
Meghan Clarke – Deputy Registrar & Manager, Professional Conduct and Hearings

**General Legal Counsel:**

Amy Block, Weir Foulds LLP

**Guests:**

Sarah Kibaalya, Senior Policy Analyst, Ministry of Health

**Call to Order**

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

P. Stavropoulos called the meeting to order at 7:34 p.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.

M. Clarke was appointed as Secretary.

A. Katz delivered a land acknowledgement to honour and remember the original inhabitants of the land, on which we are privileged to live and work.

A. Klayman proposed 90 minutes of preparation time for professional members of Council.

*It was moved by P. Stavropoulos and seconded by E. Chung to approve 90 minutes of preparation for professional members. – Motion CARRIED.*

### **Approval of Agenda**

*It was moved by A. Katz and seconded by M. Najmudin to approve the December 4, 2024 agenda. – Motion CARRIED.*

### **Declaration of Conflict of Interest**

T. Mark, as an employee of the Mitchener Institute, declared a conflict of interest with item 7.3.2. No other conflicts were declared.

### **Approval of Minutes of September 31, 2024 Council Meeting**

*It was moved by J. Daley and seconded by M. Andrade to approve the minutes of the September 31, 2024 Council meeting. – Motion CARRIED.*

### **Welcome Guests**

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

### **Decision Items**

#### **3.1 By-law revisions for the Ontario Chiropody and Podiatry Discipline Tribunal \*\***

*It was moved by R. Nazeer and seconded by E. Chung that Council approve the proposed revisions to By-law 1, effective January 1, 2025, to allow for the Ontario Chiropody and Podiatry Discipline Tribunal (OCPDT). – Motion CARRIED*

#### **3.2 Appointment of Chair of the Ontario Chiropody and Podiatry Discipline Tribunal effective January 1, 2025**

*It was moved by A. Katz and seconded by T. Mark that Council appoint David Wright as the Chair of the Ontario Chiropody and Podiatry Discipline Tribunal, effective January 1, 2025. – Motion CARRIED*

M. Kennedy-Mitchell asked if there should be a term assigned to the appointment, and N. Zwiers explained that a term is not necessary because Council has agreed to proceed with the Tribunal on a one-year pilot basis and the contract can be terminated at any time.

#### **3.3 Appointment of Vice-Chair of the Ontario Chiropody and Podiatry Discipline Tribunal effective January 1, 2025**

*It was moved by R. Nazeer and seconded by J. Gu that Council appoint Cesar Mendez as the Vice-Chair of the Ontario Chiropody and Podiatry Discipline Tribunal, effective January 1, 2025. – Motion CARRIED*

### **3.4 Appointment of Discipline Tribunal Members**

*It was moved by J. Somerville and seconded by C. Bezaire that Council approve the appointment of Discipline Tribunal Members Raj Anand, Shayne Kert, Sherry Liang, Sophie Martel, Jennifer Scott, David Wright and Jay Sengupta, effective January 1, 2025. – Motion CARRIED*

### **3.5 Adding CE Fees to By-law 2 and Removing Cheques**

*It was moved by J. Somerville and seconded by M. Najmudin that Council approve, in principle, the amendments to 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. – Motion CARRIED*

### **In Camera**

*It was moved by P. Stavropoulos and seconded by J. Daley 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 7:57 p.m.

T. Mark was not in the Zoom breakout room for the in-camera discussion for item 7.3.2.

Council ended the in-camera portion of the meeting at 8:51 p.m.

### **7.3.1 Proposed Amendments to the Registration Regulation**

*It was moved by P. Stavropoulos and seconded by A. Klayman that Council recommend the proposed registration regulation amendments, as circulated, for consideration by the Ministry of Health – Motion STRUCK DOWN.*

**In Favour:** A. Simmons, M. Najmudin

**Opposed:** M. Andrade, C. Bezaire, E. Chung, J. Daley, J. Gu, A. Katz, M. Ellen Kennedy-Mitchell, A. Klayman, T. Mark, R. Nazeer, S. Pal Singh, J. Somerville, P. Stavropoulos.

*It was moved by P. Stavropoulos and seconded by E. Chung that Council approve the proposed amendments to the registration regulation, with the exception of the labour mobility provisions that were circulated, for consideration by the Ministry of Health. – Motion CARRIED.*

### **Next Meeting**

Thursday, January 30, 2025

### **Adjournment**

*It was moved by P. Stavropoulos and seconded by M. Najmudin that the meeting be adjourned. – Motion CARRIED.*  
The meeting was adjourned at 8:55 p.m.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.2**

**PRACTICE ADVISOR REPORT**  
January 30, 2025 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 to help them make 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 chiropodists and podiatrists in Ontario.

**Data breakdown since the September 2024 Council meeting:**

- Received **335** phone calls and emails relating to the practice advisory service between **August 17, 2024 to January 10, 2025**.
- Sources of inquiries during this cycle included: members of the public, registrants, the Ministry of Health, 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 guidance through the PA service.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
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**ITEM 2.3.1**

**DISCIPLINE COMMITTEE REPORT**  
January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Cesar Mendez, Chiropodist

**Professional Members (Council):**

Matthew Andrade, Chiropodist  
Chad Bezaire, Chiropodist  
Edward Chung, Podiatrist  
Jinyu Gu, Chiropodist  
Mary Ellen Kennedy-Mitchell, Chiropodist  
Murtuza Najmudin, Chiropodist  
Jannel Somerville, Chiropodist  
Peter Stavropoulos, Podiatrist

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

Melanie Atkinson, Chiropodist  
Riaz Bagha, Chiropodist  
Stephen Haber, Podiatrist  
Deborah Loundes, Chiropodist  
Brooke Mitchell, Chiropodist  
Lloyd Nesbitt, Podiatrist  
Stephanie Shlemkevich, Chiropodist  
Ruth Thompson, Chiropodist  
Eliot To, Chiropodist  
Shael Jeffrey Weinberg, Podiatrist

**Public Appointees:**

Guransh Brar, Public Member  
Jim Daley, Public Member (until December 11, 2024)  
Allan Katz, Public Appointee  
Reshad Nazeer, Public Appointee

**Selected Member:**

Tobi Mark, 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 met on November 7, 2024 and January 29, 2025.

**HEARINGS:**

- **Completed hearings:** one uncontested hearing was completed between August and November 2024; one contested hearing (on penalty) was completed; one preliminary motion was heard.
- **Scheduled hearings:** there are no scheduled hearings.

**PRE-HEARING CONFERENCES:**

- **Completed pre-hearings:** There was one pre-hearing conference between August and November 2024
- **Scheduled pre-hearings:** There are no scheduled pre-hearing conferences.



## Completed Matters – August to November 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 August and November 2024, the Discipline Committee disposed of two matters.

### *COCOO v. Lustig*

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

- contravened the Act, the *Regulated Health Professions Act, 1991* or the regulations under either of those Acts;
- engaged in conduct or performing an act, in the course of practising the profession that, having regard to all the circumstances, would reasonably be regarded by members as disgraceful, dishonourable, or unprofessional;
- failed to comply with an order of the Complaints Committee, the Discipline Committee or the Fitness to Practise Committee;
- and failed to carry out a requirement of the Complaints Committee, the Discipline Committee or the Fitness to Practise Committee or breaching an undertaking given to one of those committees or to the Registrar.

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

- oral reprimand
- revocation of the former registrant's certificate of registration

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

### *COCOO v. De Leon*

The College brought a preliminary motion for an order removing GlickLaw as lawyers for the Registrant for these discipline proceedings due to a disqualifying conflict of interest. The majority of the Panel decided the College had failed to meet the test for disqualifying Jordan Glick (of GlickLaw) as counsel for the Registrant; however, a dissenting Panel member decided he would grant the College's motion.

## Outstanding Referrals to the Discipline Committee

Between August and November 2024 there were four referrals from the ICRC to the Discipline Committee. In total, there are 12 cases that have been referred to the Discipline Committee and are in progress. Referrals are posted [on the College's website](#).

## **Appeals**

There are no outstanding appeals.

## **Health Professions Discipline Tribunal**

Effective January 1, 2025, Council voted to join a one-year pilot project with the Health Professions Discipline Tribunal. All College discipline matters will be heard and decided by the HPDT. David Wright is the Chair of the Tribunal, and the College's professional and public members will sit on panels with experienced adjudicators/lawyers. The College's Discipline Committee is now called the Ontario Chiropractors and Podiatrists Discipline Tribunal. [www.hpdt.ca](http://www.hpdt.ca)



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
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**ITEM 2.3.2**

**INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE REPORT**

January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Peter Stavropoulos, Podiatrist

**Professional Members (Council):**

Matthew Andrade, Chiropodist  
Chad Bezaire, Chiropodist  
Edward Chung, Podiatrist  
Jinyu Gu, Chiropodist  
Mary Ellen Kennedy-Mitchell, Chiropodist  
Murtuza Najmudin, Chiropodist  
Jannel Somerville, Chiropodist

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

Melanie Atkinson, Chiropodist  
Riaz Bagha, Chiropodist  
Allen Frankel, Podiatrist  
Stephen Haber, Podiatrist  
Deborah Loundes, Chiropodist  
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:**

Guransh, Brar, Public Appointee  
Jim Daley, Public Member (until December 11, 2024)  
Allan Katz, Public Appointee  
Reshad Nazeer, Public Appointee

**Selected Member:**

Tobi Mark, Selected Member

**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 held a business meeting on September 26, 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 August and November 2024, the College received ten complaints. This number is slightly lower than last year. See chart 2 below for comparison.

#### A. *Dispositions*

Between August and November 2024, ICRC panels disposed of five complaints matters:

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

The five complaint matters that were considered by ICRC panels were disposed of in an average of 236 days. This average is above the 150-day benchmark outlined in the *Health Professions Procedural Code*, which is Schedule 2 to the *Regulated Health Professions Act, 1991*. The longer timeframe in this reporting period is a result of two older 2023 cases wrapping up after extensive investigation.

#### 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 August to November 2024 there were no appeals to HPARB.

#### C. *Interim Orders*

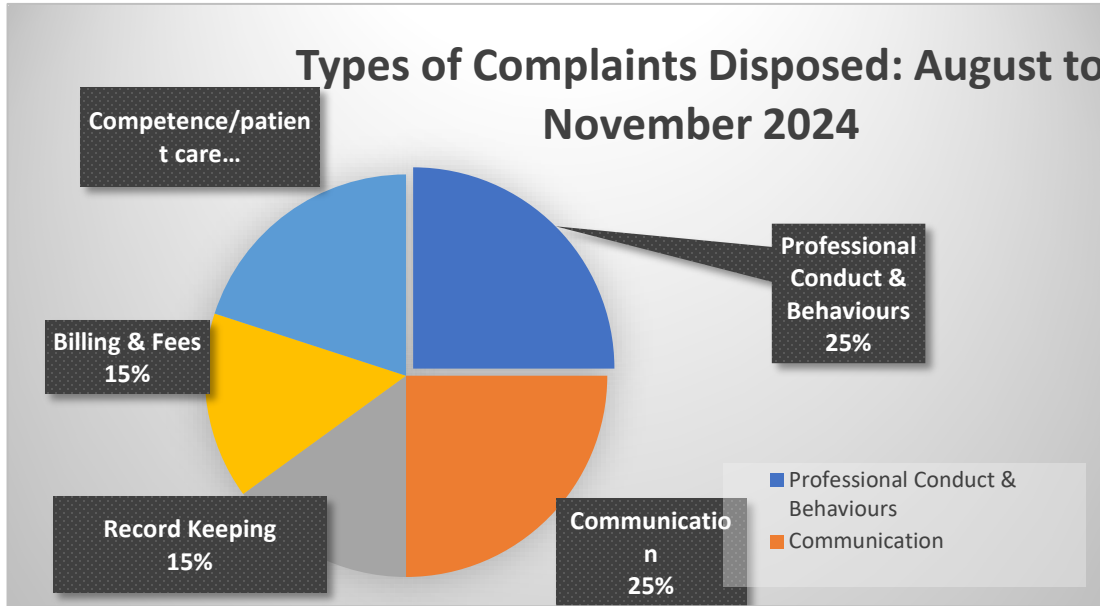
The ICRC may direct the Registrar to suspend a registrant or impose terms, conditions, or limitations on a registrant's certificate of registration if:

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

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

The ICRC did not impose any interim orders between August and November 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 August and November 2024, an investigator was appointed to conduct one Registrar Investigation.

#### B. Dispositions

Between August and November 2024, panels of the ICRC disposed of four Registrar Investigations:

- 3 cases – referral to the Discipline Committee
- 1 case – SCERP

#### C. Interim Orders

The ICRC did not impose any interim order because of a Registrar investigation August to November 2024.

**Chart 2**

	October – December 2022	January – March 2023	April – July 2023	August – November 2023	December 2023 – March 2024	April – July 2024	August – November 2024
Complaints	1	4	10	16	9	6	10
Registrar’s Investigations	1	11	3	5	4	1	1

**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 did not dispose of any QAC referrals between August and November 2024.

**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 August and November 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 November 2024**

As of the end of November 2024, there were 11 active complaints.

<b>Date Received</b>	<b>Days Elapsed</b>	<b>Stage1</b>	<b>Stage 2</b>	<b>Stage 2a</b>	<b>Stage 3</b>	<b>Stage 3a</b>	<b>Stage 4</b>
July 25, 2023	494	✓	✓	✓	✓	✓	
September 28, 2023	429	✓	✓	✓	✓	✓	
February 26, 2024	278	✓	✓	✓	✓	✓	
July 25, 2024	128	✓	✓	✓	✓	✓	
September 20, 2024	71	✓					
October 16, 2024	45	✓					
October 17, 2024	44	✓	✓	✓	✓	✓	
November 8, 2024	22	✓					
November 14, 2024	16	✓					
November 18, 2024	12	✓	✓	✓	✓	✓	
November 20, 2024	10	✓					

Average: 140 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 November 2024

As of the end of November 2024, there were three ongoing Registrar’s investigations.

Date Received	Days Elapsed	Stage1	Stage 2	Stage 2a	Stage 3	Stage 3a	Stage 4
October 3, 2023	424	✓	✓	✓	✓	✓	
April 21, 2024	223	✓	✓	✓	✓	✓	
October 1, 2024	60						

Average: 235 days





**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.3**

**QUALITY ASSURANCE COMMITTEE REPORT**

January 30, 2025 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 (until November 25, 2024)

**ROLE OF THE COMMITTEE**

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

**Practice Assessments**

Practice Assessments afford the College with an opportunity to provide collegial feedback and direction to members of the profession. In addition, the practice assessments allow broader concerns to be addressed that can potentially eliminate the need for a future complaint and enhance registrants' focus on public safety. Forty-four registrants were randomly selected to complete an assessment in 2024. Assessments are currently underway.

**Continuing Education**

New for 2024: registrants are required to accrue a minimum of twenty-five (25) credit hours annually. Approximately 5% of registrants are randomly selected for an audit. Registrants will be notified in January 2025 if they have been selected to provide the College with proof of completing their 2024 continuing education requirements.

The College launched its first official CE module on Governability in November. To date, over 100 registrants have completed the module, and each received 1.0 Category A credit hour.

**NEXT MEETING**

None scheduled at this time.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.4**

**REGISTRATION EXAMINATION COMMITTEE REPORT**

January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Stephanie Shlemkevich, Chiropodist

**Professional Members (Council):**

Jinyu Gu, 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**

Since the last Council meeting, the committee and the exam-writing sub-committee have met multiple times. In early October, the College hosted its bi-annual in-person meeting, providing new committee members with training on item-writing and offering the group an opportunity to review and develop new items for both the Core Competency and Jurisprudence exams. To prepare for the Fall registration exam, panels of the Committee convened virtually on several occasions to review and select exam items. Following the exam, a virtual standard-setting workshop was held to review new items and establish a cut score. The workshop was facilitated by College's psychometrician, Dr. Anthony Marini.

**FALL REGISTRATION EXAM**

The College held the fall registration exam on Friday October 25 and Saturday October 26. A total 10 applicants wrote the fall registration exams. Two of those applicants wrote two exams each.

The breakdown of exam writers was as follows:

<b>Exam</b>	<b>No. of Writers</b>	<b>Applicant Type</b>	<b>Pass</b>	<b>Fail</b>
Core Competency	4	Michener (4 of 4)	2	2
Jurisprudence	4	Michener (3 of 4) LMA* (1 of 4)	4	0
OSCE	4	Michener (4 of 4)	3	1

\*LMA = Labour Mobility Applicant

The three applicants who were unsuccessful in the recent examination have now failed the exam for a second consecutive time. According to the College's [Examination Failures Policy](#), any applicant who fails the same exam component twice must have their application reviewed by the Registration Committee before being permitted to attempt the exam for a third time. It is in the public interest to ensure applicants who attempt the examination have sufficient training to demonstrate the knowledge, skill and judgement to practice chiropractic. This policy ensures that applicants meet the necessary requirements and provides an opportunity for the Committee to evaluate their readiness to proceed.

### **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 2025. The Committee will also continue to focus on updating pharmacology questions.

### **NEXT MEETING**

The next meeting is scheduled for February 21, 2025 in-person at the College.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.5**

**STANDARDS AND GUIDELINES COMMITTEE REPORT**

January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Brooke Mitchell, Chiropodist

**Professional Members (Council):**

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

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

Julie Fraser, Chiropodist  
Brooke Mitchell, Chiropodist

**Public Appointees:**

N/A

**Selected Member:**

Tobi Mark, Chiropodist

**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.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.6**

**REGISTRATION COMMITTEE REPORT**

January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Matthew Doyle, Chiropodist

**Professional Members (Council):**

Matthew Andrade, Chiropodist  
Peter Stavropoulos, Podiatrist

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

Deepka Duggal, Chiropodist  
Tejinder Singh Sahota, Chiropodist  
Ruth Ellen Thompson, Chiropodist  
Melanie Atkinson, Chiropodist

**Public Appointees:**

Ramesh Bhandari, Public Appointee (until November 25, 2024)  
Reshad Nazeer, Public Appointee  
Allan Katz, 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**

There have been no meetings since the last reporting period.

**NEXT MEETING**

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



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.7**

**PATIENT RELATIONS COMMITTEE REPORT**

January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Peter Stavropoulos, Podiatrist

**Professional Members (Council):**

Peter Stavropoulos, Podiatrist

**Public Appointees:**

Jim Daley, Public Appointee

Allan Katz, Public Appointee

Reshad Nazeer, Public Appointee

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

Matthew Doyle, Chiropodist

Pauline Looi, Chiropodist

Brooke Mitchell, Chiropodist

**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.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.8**

**FITNESS TO PRACTISE COMMITTEE REPORT**

January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Brooke Mitchell, Chiropodist

**Professional Members (Council):**

N/A

**Public Appointees:**

Reshad Nazeer

**Selected Member:**

Tobi Mark, Chiropodist

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

Matthew Doyle, Chiropodist

Deepka Duggal, 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 registrant 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 meetings or hearings scheduled at this time.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.9**

**TECHNICAL COMMITTEE REPORT**  
January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Edward Chung, Podiatrist

**Professional Members (Council):**  
Chad Bezaire, Chiropodist

**Professional Members (Non-Council):**  
Matthew Doyle, Chiropodist  
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 convened on September 18, 2024, at the request of the Executive Committee to evaluate the suitability of modern scanning tools—specifically, devices like iPads and iPhones—for use in prescribing custom foot orthotics. This evaluation focused on determining whether these tools meet the rigorous standards outlined in the College’s [Prescription Custom Foot Orthoses](#) Standard of Practice.

During the meeting, the Committee reviewed the technical capabilities, accuracy, and limitations of these devices. As a result of these deliberations, the Committee prepared a report, which is now under review by the Executive Committee. This report aims to provide clear guidance to ensure the appropriate use of technology in clinical settings while maintaining high standards of care for patients.

**NEXT MEETING**

At present, there are no future meetings scheduled. The Committee will reconvene as needed when new questions or issues arise that require its expertise and recommendations.





**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.10**

**STANDING DRUG COMMITTEE REPORT**

January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Peter Stavropoulos, Podiatrist

**Professional Members (Council):**

Peter Stavropoulos, Podiatrist  
Jannel Somerville, Chiropodist

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

Cesar Mendez, Chiropodist

**Public Appointees:**

Allan Katz, Public Appointee  
Jim Daley, Public Appointee (until December 11, 2024)

**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:**

There have been no meetings since the last reporting period.

**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.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.11**

**ELECTIONS COMMITTEE REPORT**  
January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Allan Katz, Public appointee

**Professional Members (Council):**  
Matthew Doyle, Chiropodist

**Professional Members (Non-Council):**  
none

**Public Appointees:**

Allan Katz, Public appointee  
Guransh Brar, Public appointee  
Jim Daley, Public appointee (until December 11, 2024)  
Ramesh Bhandari, Public appointee (until November 25, 2024)

**ROLE OF THE COMMITTEE**

The Elections Committee is a standing committee of the College, which 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 as no election issues have arisen requiring the Committee's attention.

**DECISION/OUTCOMES**

None.

**NEXT MEETING**

No meetings are scheduled at this time.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.12**

**STRATEGIC PLANNING COMMITTEE REPORT**

January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Millicent Vorkapich-Hill, Podiatrist

**Professional Members (Council):**

Ed Chung, Podiatrist  
Peter Stavropoulos, Podiatrist

**Public Appointees:**

Allan Katz, Public Appointee  
Jim Daley, Public Appointee (term ended as of December 2024)

**Guests:**

Colin McQuistan, Amanda Cates, and Jana Dworetzky, OSC  
Bruce Ramsden and Don Gracy, OPMA

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

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

**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 met on November 18, 2024 to consider the approach the committee would recommend to Council in respect of the strategic direction of the College in the removal of the podiatric legislative restriction and the implementation of the Full Scope Podiatry Model in the province. The Committee invited representatives from the Ontario Society of Chiropodists (OSC) and the Ontario Podiatric Medical Association (OPMA) to present to the committee on the subject, following which the committee discussed and deliberated on its recommendations to Council.

**DECISION/OUTCOMES**

The Strategic Planning Committee made a recommendation to Council that was presented in-camera at the special Council meeting on December 4, 2024.

**NEXT MEETING**

There are no meetings scheduled at this time.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.13**

**REGISTRAR'S PERFORMANCE AND COMPENSATION COMMITTEE REPORT**

January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Allan Katz, Public Appointee

**Professional Members (Council):**

Melanie Atkinson, Chiropodist (until September 27, 2024)

Matthew Andrade, Chiropodist

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**

The Committee met on December 16, 2024 to review the Registrar's Performance for 2024 and produced a report.

**DECISION/OUTCOMES**

The report from the meeting was presented in camera, along with a recommendation, at the January 8, 2025 Executive Committee. The recommendation was approved by the Executive Committee and is presented to Council in camera for review at the January 30, 2025 meeting.

**NEXT MEETING**

There are no meetings scheduled at this time.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 2.3.14**

**AUDIT COMMITTEE REPORT**  
January 30, 2025 Council Meeting

**COMMITTEE MEMBERS**

**Chair:** Chad Bezaire, Chiropodist

**Professional Members (Council):**

Ed Chung, Podiatrist  
Reshad Nazeer, Public appointee  
Jim Daley, Public appointee (until December 11, 2024)

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

None

**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**

The Audit Committee met to review the proposed operating budget for 2025 and has recommended that Council approve the budget.

**DECISION/OUTCOMES**

That Council approve the 2025 operating budget for the College.

**NEXT MEETING**

None are scheduled at this time.



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 3.1**

**COUNCIL BRIEFING NOTE:**

**APPROVAL OF EXPENSE OF ONE-TIME IT IMPROVEMENTS TO BE PAID FROM THE COLLEGE'S RESERVE FUND**

**Background:**

In October 2021 the College Council approved a Reserve Fund Policy as it was required to do pursuant to the College Performance Measurement Framework, an annual reporting tool the College must submit to the Ministry of Health (MOH) and that it must post on its website. The Reserve Fund Policy is also posted on [the College's website](#).

The Reserve Fund Policy contemplated a stepped, multi-year approach to achieving a balance of \$700,000 in the Fund. The Fund may be approved for use by the Executive Committee and/or Council for a variety of different purposes including to fund specific projects/one-time expenditures such as improvements to the College's database or infrastructure.

The Executive Committee and/or Council may refuse the request or may grant the request in whole or in part.

The College is undertaking to move its registrant portal to the cloud in 2025 at an estimated cost of \$60,000 to \$80,000. This is a one-time expenditure in respect of improving the College's IT infrastructure that falls within the categories of expenses contemplated by the Fund.

It is recommended that, once the project is complete and the actual costs are known, that Council approve a plan to reinstate the Reserve Fund to \$700,000, at a future Council Meeting.

**Public Interest Rationale for Decision:**

It is in the public interest that the College ensure its IT operations are modernized for optimal security as well as for greater efficiency and effectiveness. The College moved its IT operations to the cloud in 2023 and the only remaining IT operations to move to the cloud is the registrant portal. The registrant portal is no longer being supported in its current operating system by the College's provider. Moving to the cloud will ensure continued support as well as more modernized benefits of security with greater efficiency and effectiveness.

**Recommended Motion:**

That Council approve the one-time expense of moving the registrant portal to the cloud from the Reserve Fund in 2025.

Mover: \_\_\_\_\_

Seconder: \_\_\_\_\_



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**ITEM 3.2**

**COUNCIL BRIEFING NOTE RE: COLLEGE 2025 OPERATING BUDGET**

**Background:**

The College is now in receipt of the financials for the 2024 Operating Budget and is in a position to present the 2025 Operating Budget for Council's consideration and approval. The College will retain Hilborn LLC to conduct an audit of the 2024 financial statements and the audit will be presented at the May 2025 Council meeting for Council's consideration and approval.

**Of note in the 2025 Budget:**

**(1) Inflation:**

Once again, the rate of inflation in 2024 continued to impact most aspects of the College's business. Offsetting these inflationary increases is the anticipated increase in the College's 2025 revenue. The anticipated increase is due to a planned adjustment to the annual fee of 2.5% in keeping with the bylaw requiring an annual increase reflecting the Consumer Price Index inflation rate from July of the previous year. This increase is less than the increase in 2024 which was at a rate of 3.3%. In addition, the College has conservatively invested funds yielding a higher rate of interest received in 2024 and expected in 2025.

**(2) Pilot Project with the Discipline Tribunal:**

The College Council unanimously voted to engage in a one-year pilot project in 2025 with the Health Professions Discipline Tribunal (HPTD) that will hear all matters referred from the Inquiries, Complaints and Reports Committee. Council did not engage in the pilot project as a cost savings measure but expects to realize some gains in efficiency and effectiveness as well as a more modernized approach to regulatory hearings.

**(3) Increased Number of Complaints and Reports:**

In 2024, the College continued to experience a high volume of complaints relative to the number of registrants of the College. In addition, the College has a high rate of referrals with 11 matters currently before the Tribunal.

**(4) Staffing:**

The College is prepared for an increase in staffing to address increased numbers of registrants and to ensure sufficient human resources for operationalizing proposed changes to registrants' scope of practice (podiatry model).

**Public Interest Rationale for Decision:**

The College must remain financially stable to fulfil its legislative mandate to protect the public. In addition to the operating budget, the College has funds that can be accessed to cover operating expenses should the annual revenue be insufficient to cover necessary expenses or unexpected costs. There is no requirement that the

College's Operating Budget be restricted to its revenues for any given year, particularly where there are needed expenditures identified. While it will likely be feasible in future operating budgets for the College to meet its obligations within the limits of its annual revenue, it is critically important that the College have the financial resourcing to address past years of underfunding. This includes ensuring the College has sufficient resources within its Reserve Fund to meet any unexpected costs. With the introduction of the CPMF and the additional costs and obligations stemming from it, the College must align with the MOH's expectations. These expectations, and their costs consequences, have been included in the 2025 Operating Budget.

**Recommended Motion:**

*That the proposed 2025 Budget be approved by Council.*

Mover: \_\_\_\_\_

Secunder: \_\_\_\_\_



<b>COLLEGE OF CHIROPODISTS OF ONTARIO</b>			
<b>Proposed Budget 2025</b>			
	<b>Budget</b>	<b>Budget</b>	<b>Actual (Projected)</b>
	<b>2025</b>	<b>2024</b>	<b>2024</b>
<b>REVENUE</b>			
Membership Fees	1,750,700	1,682,000	1,636,000
Application Fees	10,050	8,900	14,250
Examination Fees	154,800	133,200	138,245
Incorporation Fees	126,900	112,650	124,725
First time Registrant - Fee	35,875	35,000	33,150
Late fee penalty	3,000	1,500	2,700
	2,081,325	1,973,250	1,949,070
<b>Other Revenue</b>			
Interest	85,000	80,000	90,466
Credit Card Fees	35,000	22,000	28,210
Miscellaneous (Incl. Inhalation and Sedation Courses)	3,000	5,000	4,050
Legal Recovery	195,000	165,000	143,000
<b>Total Revenue</b>	<b>2,364,325</b>	<b>2,245,250</b>	<b>2,214,796</b>
<b>EXPENSES</b>			
Committee expenses	314,150	247,200	247,913
Special projects	189,800	225,800	186,578
Salaries and benefits	900,000	800,000	791,403
Legal Fees	620,000	688,000	677,819
General Administration	332,380	256,197	270,664
<b>Total Expenses</b>	<b>2,356,330</b>	<b>2,217,197</b>	<b>2,174,376</b>
<b>Net income (deficit) for the year</b>	<b>\$ 7,995</b>	<b>\$ 28,053</b>	<b>\$ 40,420</b>
<b>Schedule of Expenses</b>			
	<b>Budget</b>	<b>Budget</b>	<b>Actual</b>
	<b>2025</b>	<b>2024</b>	<b>2024</b>
<b>Committee Expenses</b>			
Council	50,000	35,000	57,780
ICRC	30,000	30,000	27,186
ICRC inspector / investigator costs	75,000	65,000	79,352
Discipline/Fitness to Practice	90,000	45,000	37,757
Executive	10,000	18,000	9,449
Registration	10,000	4,000	7,770
Patient Relations	1,500	1,500	1,350
Quality Assurance	35,000	30,000	21,157
Standing Drug Committee	500	2,500	413
Technical Committee	650	500	675
Strategic Planning Committee	5,000	3,000	3,475
Registrars Compensation Committee	500	200	75
Audit	1,000	1,000	-

Competency Working Group	-	5,000	-
Standards and Guidelines	5,000	6,500	1,475
<b>Total Committee Expenses</b>	<b>314,150</b>	<b>247,200</b>	<b>247,913</b>
<b>Special Projects</b>			
Inhalation/Sedation Course	-	-	-
Registration Examination	154,800	135,000	159,016
Consulting -General	-	6,000	-
Database development	35,000	84,800	27,562
<b>Total Special Projects</b>	<b>189,800</b>	<b>225,800</b>	<b>186,578</b>
<b>Salaries and Benefits</b>			
Salaries and Benefits	900,000	800,000	791,403
<b>Total Salaries and Benefits</b>	<b>900,000</b>	<b>800,000</b>	<b>791,403</b>
<b>Legal Fees</b>			
General administration	80,000	100,000	76,362
ICRC	100,000	85,000	154,585
Discipline	400,000	475,000	396,331
Council and other committees	40,000	28,000	50,539
<b>Total Legal Fees</b>	<b>620,000</b>	<b>688,000</b>	<b>677,819</b>
<b>General Administration</b>			
Accounting and Audit	30,000	30,000	28,815
Credit Card Charges	35,000	2,000	33,130
Bank Charges	1,000	3,000	575
Capital Assets Depreciation	3,200	3,500	2,394
Computer software	25,000	24,000	21,485
Insurance	10,000	20,000	14,316
Registrar Travel	8,000	15,000	146
Federation Expenses	8,000	8,475	7,910
Resource Materials	-	100	-
Membership Fees	4,000	4,240	1,414
Rent	155,000	97,882	112,439
Photocopying, Printing	500	1,000	288
Postage and Courier	500	400	-
Telephone and Internet	2,700	5,000	2,499
Zoom licenses	1,680	2,500	1,680
General Expenses	1,000	5,000	536
Office Supplies	1,000	1,500	302
Computer, database & website mtce	30,000	15,000	29,686
Equipment Rentals/Service Contracts	7,800	7,600	3,872
Professional Development	8,000	10,000	9,175
<b>Total Other Expenses</b>	<b>332,380</b>	<b>256,197</b>	<b>270,664</b>
<b>Total Expenses</b>	<b>2,356,330</b>	<b>2,217,197</b>	<b>2,174,376</b>
<b>Surplus (Deficit)</b>	<b>\$ 7,995</b>	<b>\$ 28,053</b>	<b>\$ 40,420</b>



**COLLEGE OF CHIROPODISTS OF ONTARIO**  
*Regulating Chiropodists and Podiatrists in Ontario*

**REGISTRAR'S REPORT**

**COUNCIL MEETING: JANUARY 30, 2025**

Embarking on a new year gives the opportunity for both reflection on the year recently ended and the opportunities for 2025.

**2024 was another busy year at the College with many operational improvements to place the College in a best position for 2025:**

- Reduction in the College's insurance costs.
- Operational improvements necessary to support the 2025 pilot project with the Health Professions Discipline Tribunal.
- Development of continuing education modules for registrants.
- Increased profile of the College with system partners including the regulators of the Health Professions of Ontario (HPRO).
- Initiating outreach to other regulators of footcare providers across Canada.
- Organization of a Nation-wide conference of chiropody and podiatry regulators.
- Ongoing discussions and meetings with the Ontario Society of Chiropodists and the Ontario Podiatric Medical Association towards collaboration of the Full Scope Podiatry Model.
- A White Paper submitted to the Ministry of Health (MOH) in collaboration with other regulated health associations and regulators with recommendations on prescribing regulations in the province.

**Health Professions Discipline Tribunal:**

In 2025 the College is looking forward to engaging in the Pilot Project of the Health Professions Discipline Tribunal and Council will consider the merits of the pilot after a 1-year period with the ability to extend the pilot project for a further 6 months. Following the conclusion of the pilot project, Council will be asked to determine whether, based on the results of the pilot project, the College will move forward with the Tribunal on a permanent basis.

The other professional health regulators participating in the Health Professions Discipline Tribunal include the College of Physicians and Surgeons, the College of Audiologists and Speech-Language Pathologists, the College of Massage Therapists and the College of Registered Psychologists of Ontario. More health regulators are anticipated to participate in 2025.

**National Conference of Footcare Regulators:**

As previously noted, the College is ramping up its preparations for the spring 2025 inaugural Footcare Regulators conference that the College is hosting. The genesis for the conference is the reality that Canada is moving towards all jurisdictions having regulated footcare providers, including chiropodists and

podiatrists. In addition, many of the most serious issues facing those in need of highly trained footcare specialists extend beyond provincial borders and have connections to federal programs, such as Indigenous and First Nations communities. Finally, the *Labour Mobility Act* – Ontario’s legislative commitment to its obligations within Canada’s Internal Trade Agreement, highlights the need for cohesion and collaboration among footcare regulators from across Canada.

### **Full Scope Podiatry Model:**

The College Council continues its work under the multi-year Strategic Plan with the two-pronged priorities – maintaining sustainability and working towards the adoption of the full scope podiatry model (FSPM) in the province. The College regularly meets with system stakeholders to advance all aspects of its Strategic Plan and will continue to do so in 2025.

In addition, the College’s Strategic Planning Committee met in 2024 to develop a rigorous approach to registering DPM podiatrists, should the legislative restriction preventing the College from registering DPM podiatrists be removed. The Committee also worked to develop the registration expectations for chiropodists with expanded scope pursuant to the FSPM. The Strategic Planning Committee will continue its work in 2025 to ensure the College has a smooth path towards the FSPM.

### **Robust Quality Assurance and Continuing Education for Registrants:**

The College has continued to ensure that 5% of its registrants have their respective practices assessed by the College on an annual basis. Practice assessments are an important tool that health profession regulators have at their disposal to engage positively with registrants and provide support to registrants in implementing best practices into their individual practices. The Quality Assurance initiative by the College is not intended to be punitive and is focused on patient safety.

The College’s commitment to the practice assessment of 5% of registrants annually marks a notable increase from the number of assessments the College had historically engaged in. With a move in 2024 to an annual assessment and continuing education cycle, replacing the earlier two-year cycle, the College has aligned with other RHPA regulators and the expectation generally within health regulation regarding practice assessments and continuing education.

The College has been pleased to provide high-quality continuing education modules on a variety of topics that are relevant to registrants. The College offered the first module, Governability, to registrants at no cost to invite registrants to engage with the module. The College has had a high rate of registrants complete the module and looks forward to engaging further with registrants on the education platform.

### **Increased Efficiencies and Effectiveness:**

College staff will continue to look for increased efficiencies and effectiveness in College operations in 2025. In 2024 the College moved to the Health Insurance Reciprocal of Canada (Hiroc) for all of its insurance needs at significantly lower rates. Hiroc is an insurance provider used by many Regulated Health Profession Act (RHPA) Colleges as well as hospitals and other organizations within healthcare.

The College has realized further savings in working collaboratively with other RHPA Colleges to share knowledge and resources as both the RHPA as well as the College Performance Measurement Framework (CPMF) require.

**Increased Communications and Social Media Presence:**

The College has greatly increased its communications with system partners, including registrants, and has elevated its presence on social media platforms throughout 2024 and will continue to do so in 2025. We have received overwhelmingly positive feedback on our communications and look forward to expanding our outreach further.

In short, much in the way of operational improvements have been realized at the College over the past few years with more to come in 2025.



# 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.			
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.		