
2021 NOTICE OF ELECTION AND NOMINATION GUIDE FOR ELECTIONS TO DISTRICTS 1, 4, 5 AND BY-ELECTIONS TO DISTRICTS 4 AND 7

College of Chiropractors of Ontario (CCO)

January 2021

NOTICE

Pursuant to By-law 6: Election of Council Members, notice is hereby given that elections to CCO Council will be held in Districts 1, 4 and 5, and by-elections in Districts 4 and 7.

Please note:

The by-election in District 7 will be for a term of approximately 2 years and the by-election in District 4 will be for a term of approximately 1 year. Elections in Districts 1, 4 and 5 will be for a term of approximately 3 years. The election and by-election in District 4 will run as one election, with the candidate getting the most votes receiving a three year term and the candidate getting the second most votes receiving a one year term.

District 1: Northern comprised of the districts of Kenora, Rainy River, Thunder Bay, Algoma, Cochrane, Manitoulin, Parry Sound, Nipissing, Timiskaming, the district municipality of Muskoka; and the city of Greater Sudbury.

District 4: Central comprised of the city of Toronto and the regional municipality of York

District 5: Central West comprised of the counties of Brant, Dufferin, Wellington, Haldimand and Norfolk, the regional municipalities of Halton, Niagara, Peel and Waterloo, and the city of Hamilton.

District 7: Academic comprised of the entire province of Ontario (member of faculty of CMCC if possible).

ELECTION TIMETABLE

January 25, 2021: Notice of Election and Nomination Guide sent electronically to all members.

February 12, 2021: Nomination Date: Nomination papers, candidate undertakings, biographical information and additional campaign material to be circulated by CCO in a format suitable for distribution to voters must be received by CCO by 4 p.m.

February 19, 2021: Deadline for candidates to withdraw from the election by 4 p.m.

March 8, 2021: CCO posts on its website and distributes by email a list of candidates and biographical information reviewed and approved by CCO to eligible voters in each district.

March 12, 2021: CCO distributes by email additional campaign material submitted by candidates and reviewed and approved by CCO.

March 15, 2021: List of candidates, biographical information, and voting procedures sent by email to all eligible voters.

March 29, 2021: All votes must be received by CCO by 4 p.m.

March 29, 2021: Unofficial election results announced.

April 13, 2021: Deadline to make a written request for a recount with a \$150 deposit, which must be received by CCO by 4 p.m.

April 13, 2021: Election results posted on CCO's website at www.cco.on.ca.



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Chiropractors
of Ontario

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ELECTION PROCEDURES

- CCO will not be providing candidates with a list of members in their districts or mailing labels. However, CCO will post on CCO's website and distribute to members in their districts on behalf of candidates biographical information and one additional page of campaign materials, in accordance with the election timetable and campaign guidelines.
- The elections are carried out by electronic vote and secret ballot. The Registrar supervises all aspects of the election.
- Candidates are required to submit their nomination papers, candidate undertakings, biographical information and one additional piece of campaign material in a format suitable for distribution on or before February 12, 2021 at 4 p.m. CCO will review all materials for general consistency with the campaign guidelines for elections, the biographical information guidelines, the principles of fair, accurate and appropriate election statements and, by analogy, Standard of Practice S-016: Advertising, and will forward a response to the candidate as soon as possible. If you have any questions about any campaign material, contact CCO.
- Any additional campaign material and communications, including written material, oral presentations/speeches and general decorum of candidates must comply with the campaign guidelines for elections in this document. Material should be submitted to the CCO Election Review Committee in advance of February 12, 2021.

- Elections are conducted in a fair and transparent manner, consistent with democratic principles. Failure to comply with the principles of fairness by candidates and others may jeopardize the election process and results.

ELIGIBILITY TO NOMINATE AND/OR VOTE

- A member holding a General (active), Inactive or Retired certificate of registration is eligible to nominate and vote in the electoral district in which the member, as of January 1st of the election year, has his/her primary practice, or if the member is not engaged in the practice of chiropractic, in which the member has his/her primary residence.
- A member is ineligible to nominate or vote in a Council election if he/she is in default of payment of any fees prescribed by by-law or any fine or order for costs to CCO imposed by a CCO committee or court of law or is in default in completing and returning any form required by CCO.

ELIGIBILITY TO STAND FOR ELECTION

A member is eligible for election to Council in an electoral district, if, on the closing date of nominations and any time up to and including the date of the election:

- the member has his/her primary practice of chiropractic located in the electoral district in which he/she is nominated or, if the member is not engaged in the practice of chiropractic, has his/her primary residence located in the electoral district in which he/she is nominated, or the member is on faculty of CMCC and primarily practices in or lives in Ontario (District 7 only);
- the member is not in default of payments of any fees prescribed by by-law or any fine or order for costs to CCO imposed by a CCO committee or court of law;
- the member is not in default in completing and returning any form required by CCO; (continued on next page)

ACRONYMS

AFC	Alliance for Chiropractic
CCA	Canadian Chiropractic Association
CCO	College of Chiropractors of Ontario
CCEB	Canadian Chiropractic Examining Board
CCPA	Canadian Chiropractic Protective Association
FCC	Federation of Canadian Chiropractic
CMCC	Canadian Memorial Chiropractic College
CSCE	Canadian Society of Chiropractic Evaluators
OCA	Ontario Chiropractic Association
RHPA	Regulated Health Professions Act, 1991
UQTR	Université du Québec à Trois-Rivières



- the member is not the subject of any disciplinary or incapacity proceeding;
- a finding of professional misconduct, incompetence or incapacity has not been made against the member in the preceding three years;
- the member has not resigned from a position on Council, before completing their term, within the last three years and four months;
- the member does not have an outstanding code of conduct matter with the College;
- the member is not, and has not been in the 12 months before the date of election, an employee, officer or director of any professional chiropractic association such that a real or apparent conflict of interest may arise, including but not limited to being an employee, officer or director of the OCA, CCA, CCPA, AFC, CCEB, CSCE or the Council on Chiropractic Education (Canada) of the FCC; (continued in next column)
- the member is not an officer, director, or administrator of any chiropractic educational institution, including but not limited to, CMCC and UQTR, such that a real or apparent conflict of interest may arise;
- the member has not been disqualified from the Council or a committee of the Council in the previous three years;
- the member is not a member of the Council or of a committee of the college of any other health profession;
- the member has not been a member of the staff of CCO at any time within the preceding three years;
- for District 7 only, the member is a member of the faculty of CMCC; and
- for any district other than District 7, the member is not eligible for election in District 7 (i.e. not a member of the faculty of CMCC).

If you are not eligible for election to District 7: Academic because you are not currently on faculty at CMCC, but practise in or reside in Ontario and would be interested in serving on the Council should there be no candidate for District 7: Academic, please include information concerning your background and experience in chiropractic education and/or accreditation.

TERM OF OFFICE

The term of office of a member elected to Council is approximately three years (approximately one year for the by-election in District 4 and approximately two years for the by-election in District 7), commencing with the first regular meeting of Council immediately following the election (currently scheduled on April 14, 2021). Incumbents continue to serve in office until the first regular Council meeting, unless otherwise disqualified from Council. By-law 6: Election of Council Members outlines the circumstances in which a member may be removed from Council.

MISSION

The College of Chiropractors of Ontario regulates the profession in the public interest to assure ethical and competent chiropractic care.

VISION

Committed to Regulatory Excellence in the Public Interest in a Diverse Environment.

VALUES

Integrity, Respect, Collaborative, Innovative, Transparent, Responsive

STRATEGIC OBJECTIVES

1. Build public trust and confidence and promote understanding of the role of CCO amongst all stakeholders.
2. Ensure the practice of members is safe, ethical, and patient-centered.
3. Ensure standards and core competencies promote excellence of care while responding to emerging developments.
4. Optimize the use of technology to facilitate regulatory functions and communications.
5. Continue to meet CCO's statutory mandate and resource priorities in a fiscally responsible manner.

*Developed at the Strategic Planning Session:
September 2017*



Please note: A member who has served on Council for nine consecutive years is ineligible for election to Council until a full three-year term has passed since that member last served on Council. A non-Council member may only serve on CCO committees for nine consecutive years, whether the time is served as a Council member or as a non-Council member.

ROLE OF CCO AND COUNCIL MEMBERS

CCO is the regulatory body for chiropractors in Ontario, governed by a 15-16 member Council comprised of 6-7 public members appointed by the provincial government and 9 registered chiropractors elected by the membership.

CCO's legislative mandate is to govern chiropractic in the public interest. CCO's main responsibilities include:

- developing standards of admission to the profession;
- investigating complaints and disciplining members who have committed acts of professional misconduct or are incompetent;
- implementing a quality assurance program to ensure continuous quality improvement in the profession, including the development of standards of practice to which all members of the profession must conform;
- maintaining a public register; and
- implementing a patient relations program.

TIME COMMITMENTS

Council membership involves a significant time commitment, which varies according to committee. Members attend Council meetings four or more times per year and may serve on one or more committees. Preparatory readings and work for Council and committee meetings can be extensive. Candidates should also note that, whenever possible, all Council and committee meetings are held during regular business hours, Monday to Friday.

COMPENSATION

Council members are compensated for their time spent on CCO work in accordance with CCO By-law 9: Remuneration and Internal Policy I-012. However, per diems and expenses paid by CCO to Council members are intended to partially offset the cost of a contribution to the self-regulation of the chiropractic profession rather than to pay for services rendered or to compensate for lost income or the opportunity to earn income.

CAMPAIGN GUIDELINES FOR ELECTIONS TO CCO COUNCIL

The following guidelines are for candidates for election or re-election to CCO Council and any member who produces or distributes campaign material on behalf of a candidate. These guidelines are intended to apply to the candidate biography, additional material distributed by CCO, any other written campaign materials distributed by any means, including email, websites or social media, oral presentations/speeches and general decorum of candidates. It is each candidate's responsibility to ensure that his/her campaign material and behaviour complies with the campaign guidelines:

Do the following:

- Be respectful, polite, dignified and professional in everything you do;
- Announce your qualifications rather than denouncing another candidate's qualifications;
- Rely on and promote information that is both factual and provable;
- Focus on your ideas and the positives that you have to offer;
- Ensure the words you use are inclusive and would not offend any specific group;
- Remember the public interest mandate of CCO and don't make any promises that could be viewed as inconsistent with that mandate; (continued on next page)



- Comply with CCO regulations, standards of practice, policies and guidelines, including, but not limited to: CCO's Code of Ethics, CCO's Code of Conduct, the Candidate Undertaking, the Professional Misconduct Regulation, Policy P-011: Conflict of Interest for Council and Committee Members, Standard of Practice S-016: Advertising, Guideline G-016: Advertising and common law; and
- Remember that you are a professional and a member of a regulated health profession and so are other candidates.

Do **not** do the following:

- Include any information or material that is false or misleading, not readily comprehensible by the persons to whom it is intended, or disgraceful, dishonourable or unprofessional;
- Compare yourself to another member's or other health care provider's practice, qualification or expertise;
- Imply, in any way, that CCO or any CCO Council or committee member supports your candidacy; or
- Mount a personal or professional attack on any candidate.

Non-compliance with the guidelines may result in a private or public direction issued by CCO during the election and a review as to whether the election is valid after the votes are counted. Non-compliance may result in the election of a district being recalled.

Professional, respectful discourse is essential to a fair election process!

GUIDELINES TO CANDIDATES FOR PROVIDING BIOGRAPHICAL INFORMATION

In addition to the guidelines above, a candidate's biographical information must meet the following guidelines.

Biographical information must:

- Reflect CCO's role in protecting the public interest and be typewritten on one 8.5" x

11"-page white bond paper with a minimum of one-inch margins on all four sides, in portrait format (not landscape);

- The candidate's name must appear on the top of the page.
- The candidate's photograph may be included - head and shoulders only.
- Candidates must NOT imply, in any way, that CCO or any CCO Council or committee member supports their candidacy.
- Candidates MUST include the following statement verbatim in their biographical information and, based upon it, describe in the statement how they would contribute to the regulation of chiropractic in the public interest:

"Chiropractors who are elected will reflect their commitment to the public's right to safe, effective and ethical chiropractic care."

- Candidates should include information that is relevant to their knowledge, expertise, skills and attributes related to:
 - chiropractic care of patients, including patients from different backgrounds
 - protection of the public interest
 - serving on boards in an oversight role
 - interpersonal and communication skills
 - previous roles and experience in business, organizational planning, human resources, health and safety, policy development, risk management, education and research, financial or accounting, information technology and any other roles relevant to CCO's mandate and functions.

In addition to the candidate biography, candidates may submit one additional piece of campaign material that CCO will distribute to eligible voters in their district in accordance with the election timetable. This additional campaign material must comply with CCO election guidelines, be received by CCO on or before February 12, 2021, 4 pm, and only be written material typewritten on one 8.5" x 11"-page white bond paper with a minimum of one-inch margins on all four sides, in portrait format (not landscape).



CCO Committees**Statutory:**

- Executive
- Inquiries, Complaints and Reports
- Discipline
- Fitness to Practise
- Patient Relations
- Quality Assurance
- Registration

Non-Statutory:

- Advertising

**Thank you for
participating
in the self-
regulation
of your profession!**

**CURRENT CCO COUNCIL****ELECTED MEMBERS**

Name	District	Term of Office (April to April)
*Dr. Michael Staffen, <i>North Bay</i>	1	June 2020 - April 2021
Dr. Paul Groulx, <i>Stittsville</i>	2	April 2019 - April 2022
Dr. Steven Lester, <i>Pickering</i>	3	April 2019 - April 2022
*Dr. Janit Porter, <i>Scarborough</i>	4	April 2020 - April 2021
*Dr. Gerard Arbour, <i>Scarborough</i>	4	June 2020 - April 2021
Dr. Sarah Green, <i>Elmira</i>	5	April 2020 - April 2023
**Dr. Dennis Mizel, <i>St. Catharines</i>	5	April 2018 - April 2021
Dr. Colin Goudreau, <i>Chatham-Kent</i>	6	April 2020 - April 2023
Vacant	7	April 2021 - April 2022

*Term of office expires April 2021. Ineligible for re-election.

**Term of office expires April 2021. Eligible for re-election in District 5.

PUBLIC MEMBERS

Name	Date Order-in Council Expires
Ms Anuli Ausbeth-Ajagu, <i>Richmond Hill</i>	December 2021
Mr. Mark de Domenico, <i>Toronto</i>	December 2021
Mr. Gagandeep Dhanda, <i>Mississauga</i>	April 2021
Ms Robyn Gravelle, <i>Burlington</i>	May 2023
Mr. Rob MacKay, <i>Thunder Bay</i>	November 2021
Mr. John Papadakis, <i>Scarborough</i>	June 2022
Mr. Shawn Southern, <i>Union</i>	October 2021



ELECTIONS QUESTIONS & ANSWERS

Q. What is the purpose of the election of professional members to the Council?

- A. The *RHPA* and the *Chiropractic Act, 1991* provide for the election of the majority of the Council from among the membership of the profession. Since chiropractic is a self-regulating profession, it is important that the majority of the Council be members of the profession. While there could be a number of ways for the professional members to be chosen, the legislation requires an election system to ensure that Council members have the confidence and respect of those whom they regulate.

Q. Is the election of Council members similar to the election of MPPs?

- A. While the form of election is somewhat similar (i.e., voting for candidates by secret ballot), the purpose is actually quite different. Your MPP represents the interests of those who elected him/her. A Council member does not represent the specific interests of chiropractors, but rather the broader public interest as described in the *RHPA*.

CCO, unlike the legislature, is a corporation. The Council, as the Board of Directors of the corporation, has a fiduciary (trust) duty to fulfill the public interest mandate of the corporation/CCO and not the specific interests of the professional electorate.

Q. Does a Council member represent his/her constituents?

- A. No, a Council member does not have constituents. A Council member is somewhat like the trustee of an estate: he/she acts in the best interest of the beneficiary, not the persons who selected him/her as Trustee. The beneficiary under the *RHPA*

and the *Chiropractic Act, 1991* is the public interest. If a chiropractor from a Council member's district has a problem with CCO, it would be inappropriate for the Council member to intervene on the chiropractor's behalf with the pertinent committee or CCO staff person.

Q. How does this affect a candidate's 'campaign' materials?

- A. While people sometimes do refer to the election process as a 'campaign', this, too, is a bit of a misnomer. Candidates for election can and should provide information about themselves and their philosophy to the other chiropractors in their district to assist them in making an informed choice.

However, there is not really a role for campaign 'promises' or statements about how a candidate, if elected, will decide specific matters that might arise in the future. In addition, candidates are strongly urged to forward their campaign material to CCO before distribution to ensure the elections are conducted in a fair manner.

Q. Why, then, are Council members elected from districts?

- A. Perspective. Having Council members elected from various districts ensures that the perspective of all chiropractors, not just those from one region (e.g., the Greater Toronto Area), is reflected on Council. Some issues might have a different impact on the public from rural or northern areas, small towns, medium-sized cities and Toronto. It is important that all perspectives are heard.

This notice explains the election rules established under the *Chiropractic Act, 1991*. To the extent of any inconsistency, the legislation and the by-laws govern. If you have any questions, please contact CCO at (416) 922-6355.



CCO ELECTORAL DISTRICTS

[map not to scale, illustrative of districts only]

