

March 31, 2021



*Via Email (allison.henry@ontario.ca)*

Ms Allison Henry  
Director, Health Workforce Regulatory Oversight Branch  
Strategic Policy, Planning and French Language Services Division  
Ministry of Health  
Ministry of Long-Term Care  
438 University Avenue, 10th Floor  
Toronto ON M5G 2L1

Dear Ms Henry:

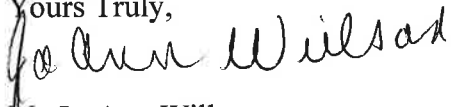
**Re: College Performance Measurement Framework (CPMF)**

CCO is pleased to submit its self-assessment using the CPMF Reporting Tools.

The tools were useful in facilitating a baseline assessment of CCO's performance against the criteria being measured. CCO is looking forward to reviewing the Summary Report highlighting key findings and learning about the experiences of other Colleges.

Through its strategic planning process, CCO has been considering aspirational targets beyond minimally acceptable standards that it hopes to measure its performance against in parallel with future CPMF assessments and share with other Colleges at existing roundtables.

Thank you for leading this initiative.

Yours Truly,  
  
Ms Jo-Ann Willson  
Registrar and General Counsel

**College of Chiropractors of Ontario**  
**College Performance Measurement Framework (CPMF) Reporting Tool**  
**Executive Summary**

March 31, 2021

As a self-regulating organization, the College of Chiropractors of Ontario (CCO) treats its statutory obligations to regulate the practice of chiropractic in the public interest with utmost seriousness. CCO is committed to continuously improving the delivery of its core functions to ensure that Ontario's chiropractic patients have access to safe, quality, ethical care and that the province's chiropractors are held accountable to the highest professional standards as healthcare practitioners.

CCO is pleased to submit its inaugural College Management Performance Framework document, which serves as baseline against which to measure the College's current performance and future enhancements.

The year 2020 was challenging for all members and stakeholders as a result of COVID-19, and yet was met with resilience and innovation as CCO adapted to COVID-19's impact on essential workplaces and chiropractic services in the province. CCO worked to support the Ministry of Health and other Public Health directives while adopting creative remote solutions for the important business of the College and its committees in facilitating registrations, performing quality assurance, responding to inquiries and complaints, holding discipline hearings, conducting elections, liaising with health system partners, administering sound fiscal practices, and more. Many of these adaptive innovations, including virtual complaints and discipline committee processes, the creation of a provisional class of registrants, and an increased cadence of public communications in the form of President's Messages, are detailed in the CPMF Reporting Tool.

Other initiatives had to be modified or delayed because of the pandemic response. For example, CCO was unable to hold its annual strategic planning session, or to address intended agenda items which included revisiting the College's mission, vision, values, and strategic objectives and also evaluation frameworks for Council and committees. As part of any future strategic planning/topic focused meetings, CCO is planning to engage outside consultants to assist in the assessment of Council effectiveness and will be reviewing its evaluation process for council and committee meetings going forward.

Some other areas for development identified in the course of completing the CPMF correspond to initiatives that are partially underway, such as the publishing of Council Minutes. CCO has recently approved an internal policy on the taking and publishing of minutes which would make Council minutes public, once they are approved (except for those minutes that reflect the in-camera portion of the Council meeting.) Similarly, CCO begins every Council and committee meeting with a declaration of any real or potential conflict of interest in relation to any agenda item. CCO has already reviewed and considered questionnaires on conflict of interest; however, has not yet implemented a specific questionnaire for use at every meeting. CCO will continue to review its conflict of interest practices for Council and committee meetings in 2021, based on current CCO policy and codes of conduct. CCO will continue to work on developing policies related to operation and financial planning.

Likewise, while responding to all inquiries and complaints within five business days and most often within two days, CCO has always prioritized high-risk complaints. Going forward, CCO will undertake to formalize its policy of prioritizing high-risk complaints, and related decision-matrix supports, into an approved policy.

CCO welcomes the opportunity the CPMF provides and looks forward to further dialogue with the Ministry on the specific measures identified within.