

COLLEGE OF CHIROPRACTORS OF ONTARIO



**ELECTRONIC PUBLIC INFORMATION PACKAGE FOR
COUNCIL ORIENTATION/ELECTIONS MEETING
THURSDAY, APRIL 20, 2023 – 8:30 – 1 P.M.**

RHPA

Duties and Objects of Colleges

Duty of College

2.1 It is the duty of the College to work in consultation with the Minister to ensure, as a matter of public interest, that the people of Ontario have access to adequate numbers of qualified, skilled and competent regulated health professionals. 2008, c. 18, s. 1.

Objects of College

3. (1) The College has the following objects:

1. To regulate the practice of the profession and to govern the members in accordance with the health profession Act, this Code and the *Regulated Health Professions Act, 1991* and the regulations and by-laws.
2. To develop, establish and maintain standards of qualification for persons to be issued certificates of registration.
3. To develop, establish and maintain programs and standards of practice to assure the quality of the practice of the profession.
4. To develop, establish and maintain standards of knowledge and skill and programs to promote continuing evaluation, competence and improvement among the members.
- 4.1 To develop, in collaboration and consultation with other Colleges, standards of knowledge, skill and judgment relating to the performance of controlled acts common among health professions to enhance interprofessional collaboration, while respecting the unique character of individual health professions and their members.
5. To develop, establish and maintain standards of professional ethics for the members.
6. To develop, establish and maintain programs to assist individuals to exercise their rights under this Code and the *Regulated Health Professions Act, 1991*.
7. To administer the health profession Act, this Code and the *Regulated Health Professions Act, 1991* as it relates to the profession and to perform the other duties and exercise the other powers that are imposed or conferred on the College.
8. To promote and enhance relations between the College and its members, other health profession colleges, key stakeholders, and the public.
9. To promote inter-professional collaboration with other health profession colleges.
10. To develop, establish, and maintain standards and programs to promote the ability of members to respond to changes in practice environments, advances in technology and other emerging issues.
11. Any other objects relating to human health care that the Council considers desirable. 1991, c. 18, Sched. 2, s. 3 (1); 2007, c. 10, Sched. M, s. 18; 2009, c. 26, s. 24 (11).

Duty

(2) In carrying out its objects, the College has a duty to serve and protect the public interest. 1991, c. 18, Sched. 2, s. 3 (2).



COLLEGE OF CHIROPRACTORS OF ONTARIO MISSION, VISION, VALUES AND STRATEGIC OBJECTIVES

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

CCO CODE OF CONDUCT FOR CURRENT AND FORMER ELECTED AND PUBLIC MEMBERS OF COUNCIL AND NON-COUNCIL COMMITTEE MEMBERS



Executive Committee

Approved by Council: September 28, 2012

Amended: February 23, 2016, April 19, 2016, September 15, 2016

Re-Affirmed by Council: November 29, 2018

Current and former elected and public members of Council and non-Council committee members must, at all times, maintain high standards of integrity, honesty and loyalty when discharging their College duties. They must act in the best interest of the College. They shall:

1. be familiar and comply with the provisions of the *Regulated Health Professions Act, 1991 (RHPA)*, its regulations and the *Health Professions Procedural Code*, the *Chiropractic Act 1991*, its regulations, and the by-laws and policies of the College;
2. diligently take part in committee work and actively serve on committees as elected and appointed by the Council;
3. regularly attend meetings on time and participate constructively in discussions;
4. offer opinions and express views on matters before the College, Council and committee, when appropriate;
5. participate in all deliberations and communications in a respectful, courteous and professional manner, recognizing the diverse background, skills and experience of members on Council and committees;
6. uphold the decisions made by Council and committees, regardless of the level of prior individual disagreement;
7. place the interests of the College, Council and committee above self-interests;
8. avoid and, where that is not possible, declare any appearance of or actual conflicts of interests¹;
9. refrain from including or referencing Council or committee positions held at the College in any personal or business promotional materials, advertisements and business cards;²

¹ There is a general assumption of real or perceived conflict unless confirmation of no conflict by the Executive Committee and/or Council, which will be addressed promptly.

² This section does not preclude the use of professional biographies for professional involvement.

10. preserve confidentiality of all information before Council or committee unless disclosure has been authorized by Council or otherwise exempted under s. 36(1) of the *RHPA*;
11. refrain from communicating to members, including other Council or committee members, on statutory committees regarding registration, complaints, reports, investigations, disciplinary or fitness to practise proceedings which could be perceived as an attempt to influence a statutory committee or a breach of confidentiality, unless he or she is a member of the panel or, where there is no panel, of the statutory committee dealing with the matter;
12. refrain from communicating to members and stakeholder³ on behalf of CCO, including on social media, unless authorized by Council⁴;
13. respect the boundaries of staff whose role is not to report to or work for individual Council or committee members; and
14. be respectful of others and not engage in behaviour that might reasonably be perceived as verbal, physical or sexual abuse or harassment.

Potential Breaches of the Code of Conduct

15. An elected or appointed member of Council or non-Council committee member who becomes aware of any potential breach of this code of conduct should immediately advise the President and Registrar, or if the potential breach involves the President, advise the Vice President and Registrar; and
16. Potential breaches will be addressed first through informal discussion with the Council member(s) or non-Council committee member(s), and subsequently by written communication expressing concerns and potential consequences.

I, _____, Council member or non-Council committee member of the College of Chiropractors of Ontario undertake to comply with the CCO Code of Conduct for Current and Former Elected and Public Members of Council and Non-Council Committee Members, both during and following my term on CCO Council or a committee

Signature: _____ Witness: _____

Date: _____

³ Stakeholders include professional associations, societies, and other organizations related to the regulation, education and practice of chiropractic.

⁴ This does not preclude Council members from communicating about CCO, provided they are not communicating on behalf of CCO.

**Rules of Order of the Council of the
College of Chiropractors of Ontario**

Approved by Council: September 20, 2014

Amended: June 17, 2020

1. In this Schedule, "Council Member" means a Member of the Council of the CCO.
2. Each agenda topic may be introduced briefly by the person or committee representative raising it. Council Members may ask questions for clarification. However, a Council Member shall make a motion and another Council Member shall second the motion before it can be debated.
3. When any Council Member wishes to speak, they shall so indicate by raising their hand. When speaking the Council Member shall address the presiding officer and confine themselves to the matter under discussion.
4. Staff persons and consultants with expertise in a matter may be permitted by the presiding officer to provide information or answer specific questions about the matter.
5. Observers at a Council meeting shall not speak to a matter that is under debate.
6. A Council Member shall not speak again on the debate of a matter until every other Council Member of Council who wishes to speak to it has been given an opportunity to do so. An exception is that the person introducing the matter or a staff person or consultant may answer questions about the matter. Council Members shall not speak to a matter more than twice without the permission of the presiding officer.
7. No Council Member may speak longer than five minutes upon any motion except with the permission of the Council.
8. When a motion is under debate, no other motion can be made except to amend it, to postpone it, to put the motion to a vote, to adjourn the debate or the Council meeting or to refer the motion to a committee.
9. A motion to amend the motion then under debate shall be disposed of first. Only one motion to amend the motion under debate can be made at a time.
10. When it appears to the presiding officer that the debate on a matter has concluded, that Council has passed a motion to vote on the motion or that the time allocated to the debate of the matter has concluded, the presiding officer shall put the motion to a vote.
11. When a matter is being voted on, no Council Member shall enter or leave the Council room, and no further debate is permitted.

12. No Council Member shall be present in the room, participate in a debate or vote upon any motion in which they have a conflict of interest, and the vote of any Council Member so interested shall be disallowed.
13. Any motion decided by the Council shall not be re-introduced during the same session except by a two-thirds vote of the Council then present.
14. Whenever the presiding officer is of the opinion that a motion offered to the Council is contrary to these rules or the by-laws, the presiding officer shall rule the motion out of order and give reasons for doing so.
15. The presiding officer shall preserve order and decorum, and shall decide questions of order, subject to an appeal to the Council without debate.
16. The above rules may be relaxed by the presiding officer if it appears that greater informality is beneficial in the particular circumstances unless the Council requires strict adherence.
17. Council Members shall not discuss a matter with observers while it is being debated.
18. Council Members shall turn off their electronic devices during Council meetings and, except during a break in the meeting, shall not use their electronic devices. Computers shall only be used during Council meetings to review materials related to the matter under debate (e.g., electronic copies of background documents) and to make personal notes of the debate. The presiding officer may make reasonable exceptions (e.g., if a Council Member is awaiting an important message on an urgent matter).
19. Council Members shall be silent while others are speaking.
20. In all cases not provided for in these rules or the by-laws, the current edition of Robert's Rules of Order shall be followed so far as they may be applicable and consistent with these rules.

List of Commonly Used Acronyms at CCO

as at November 17, 2022

Acronym	Full Name
ACE	Accessing Centre for Expertise, Dalla Lana School of Public Health, University of Toronto
ADR	Alternative Dispute Resolution
AFC	Alliance For Chiropractic (formerly CAC)
ASNFPPO	Accounting Standards for Not-for-Profit Organizations
BDC	Board of Directors of Chiropractic
CCA	Canadian Chiropractic Association
CCBC	College of Chiropractors of British Columbia
CCEB	Canadian Chiropractic Examining Board
CCEC	Council on Chiropractic Education (Canada)
CCGI	Canadian Chiropractic Guideline Initiative
CCO	College of Chiropractors of Ontario
CCPA	Canadian Chiropractic Protective Association
CCRF	Canadian Chiropractic Research Foundation
<i>Chiropractic Act</i>	<i>Chiropractic Act, 1991</i>
CMCC	Canadian Memorial Chiropractic College
CMOH	Chief Medical Officer of Health
CNO	College of Nurses of Ontario
COVID-19	SARS – CoV- 2
<i>Code</i>	<i>Health Professions Procedural Code, Schedule 2 to the RHPA</i>
CONO	College of Naturopaths of Ontario
CPGs	Clinical Practice Guidelines
CPMF	College Performance Measurement Framework
CPSO	College of Physicians and Surgeons of Ontario
D'Youville	D'Youville College – Chiropractic Program
DAC	Designated Assessment Centre
DEI	Diversity, Equity and Inclusion
FCC	Federation of Canadian Chiropractic
FCCOS(C)	Fellow of the College of Chiropractic Orthopaedic Specialists (Canada)
FCCR(C)	Fellow of the Chiropractic College of Radiologists (Canada)
FCCPOR(C)	Fellow of the Canadian Chiropractic College of Physical and Occupational Rehabilitation (Canada)
FCCS(C)	Fellow of the College of Chiropractic Sciences (Canada)
FRCCSS(C)	Fellow of the Royal College of Chiropractic Sports Sciences (Canada)
FCLB	Federation of Chiropractic Licensing Boards
FOI	Freedom of Information
GIC	Guaranteed Investment Certificate
<i>HARP</i>	<i>Healing Arts Radiation Protection Act, 1990</i>
<i>HIA</i>	<i>Health Insurance Act, 1990</i>
HPARB	Health Professions Appeal and Review Board
HPRAC	Health Professions Regulatory Advisory Council
HPRO	Health Profession Regulators of Ontario
ICRC	Inquiries, Complaints and Reports Committee
KPI	Key Performance Indicators
LSO	Law Society of Ontario
MESPO	Model for the Evaluation of Scopes of Practice in Ontario
MOH	Ministry of Health
MTCU	Ministry of Training, Colleges and Universities
NBCE	National Board of Chiropractic Examiners
NHSU	National University of Health Sciences – Chiropractic Program
NWG	Nominations Working Group
NYCC	New York Chiropractic College

Acronym	Full Name
OCA	Ontario Chiropractic Association
ODP	Office Development Project
OFC	Office of the Fairness Commissioner
OHIP	Ontario Health Insurance Plan
OHPR	Ontario Health Professions Regulators
OHR	OntarioHealthRegulators.ca (HPRO's public-focused website)
OHRC	Ontario Human Rights Commission
PHIPA	<i>Personal Health Information Protection Act, 2004</i>
PPA	Peer and Practice Assessment
PIPEDA	<i>Personal Information and Protection of Electronic Documents Act</i>
PSA	Professional Standards Authority for Health and Social Care (U.K.)
PVO	Prosecutorial Viability Opinion
QA	Quality Assurance
RFP	Request for Proposal
RHPA	<i>Regulated Health Professions Act, 1991</i>
SCERP	Specified Continuing Education or Remediation Program
SOAR	Society of Ontario Adjudicators and Regulators
SPPA	<i>Statutory Powers Procedural Act, 1990</i>
SWOT	Strengths, Weaknesses, Opportunities, Threats
TCL	Terms, Conditions and Limitations
UOIT	University of Ontario Institute of Technology
UQTR	Université du Québec à Trois-Rivières
WHO	World Health Organization
WSIB	Workplace Safety and Insurance Board



COUNCIL MEETING

Orientation/Elections

Thursday, April 20, 2023 (8:30 a.m. – 1:00 p.m.) ¹

In Person for CCO Council ²

Invited Guests

Rebecca Durcan, Steinecke Maciura, LeBlanc

Attendees ³

Council Members

Mr. Joel Friedman, Deputy Registrar
Ms Jo-Ann Willson, Registrar and General Counsel
Ms Beth Ann Kenny, Recording Secretary
Mr. Robert MacKay, Facilitator ⁴

AGENDA (Public) ^{5 6}

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS IF DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level ⁷
		CALL TO ORDER ⁸AND LAND ACKNOWLEDGMENT ⁹	Welcome	Mizel/ Gravelle	High

¹ Subject to Council's direction.

² Guests to attend virtually until further notice (please advise Rose Bustria, Executive Assistant, if you would like to attend).

³ Regrets from Mr. Scott Stewart

⁴ To facilitate the President's chairing of the meeting (at the President's request and as directed by the Executive).

⁵ Information which is included for background or context (i.e., not requiring Council action or directly relevant to the work of the NWG) is shaded in grey.

⁶ If you would like the complete background documentation relating to any item on the agenda, please speak to Dr. Mizel, President and Ms Willson (information may be subject to confidentiality provisions).

⁷ Subject to Council's direction.

⁸ Council members to be familiar with and comply with rules of order. If required, Dr. Mizel, President, to appoint a parliamentarian.

⁹ **Land acknowledgment**

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS IF DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level ⁷
		2. Main Agenda	Adopt	Council	High
		2.1 Conflict of Interest	Review/ Declare any real or perceived conflicts of interest as agenda item reached ¹⁰	Council	High
		3. Council Nominations for April 2023 – April 2024			
	10	3.1 Memorandum from Nominating Working Group (NWG) dated April 14, 2022 and Committee Composition Nominations Chart	Approve	Council	High

Let us acknowledge that in our meeting space today, we gather on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation as well as the traditional territory of the Haudenosaunee and the Huron-Wendat peoples. We recognize that we have a responsibility to work towards meaningful reconciliation between Indigenous and non-Indigenous peoples and through this land acknowledgement, we are honoring the land, Indigenous peoples, and deepening our understanding of truth.

¹⁰ Standing conflicts of interest do not need to be declared at every meeting.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS /# DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level ⁷
	28	3.3 Memo to Council Members dated March 29, 2023 attaching Committee Selection Template, I-019: Policy on Nomination and Election Procedures for Committee Positions, and Competencies for Council and Committee Members	Review I-019 and Competencies	Council	Medium
	46	3.4 Committee Composition (current)	Background/Context		
	55	3.6 Current Terms of Council and Committee Members			
		4. Expression of Interest by Council Members in Committees for April 2023 – April 2024	FYI		
	58	4.1 Summary Chart <i>Expression of Interest from Elected Members</i>			
	62	4.2 Dr. Michael Gautier			
	88	4.3 Dr. Jarrod Goldin			
	99	4.4 Dr. Colin Goudreau			
	103	4.5 Dr. Sarah Green			
	109	4.6 Dr. Kyle Grice			
	118	4.7 Dr. Paul Groulx			
	122	4.8 Dr. Dennis Mizel			
	135	4.9 Dr. Angelo Satin			
	137	4.10 Dr. Julia Viscomi			

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS /# DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level ⁷
		Expression of Interest from Public Members ¹¹			
	143	4.11 Ms Anuli Ausbeth-Ajagu			
	155	4.12 Mr. Markus de Domenico			
	157	4.13 Mr. Gagandeep Dhanda			
	159	4.14 Ms Zoe Kariunas			
	162	4.15 Mr. Shawn Southern			
	165	4.16 Mr. Scott Stewart			
		5. Expression of Interest by Non-Council Committee Members and Council Appointed Members Nominations for April 2023 – April 2024 ¹²	FYI		
	187	5.1 E-mail dated March 13, 2023 re: Continued Service on CCO’s Committees			
		<i>Expressions of Interest from Current Non-Council Committee Members</i>			
	189	5.2 Dr. Liz Anderson-Peacock			
	196	5.3 Dr. Daniela Arciero			
	199	5.4 Dr. Michelle Campbell			
	210	5.5 Dr. Lezlee Detzler			
	217	5.6 Dr. Coleen Pattrick			
	223	5.7 Dr. Janine Taylor			
	228	5.8 Dr. Murray Townsend			
	233	5.9 Dr. Matt Tribe			

¹¹ Ms Robyn Gravelle’s Order in Council expires in May 2023.

¹² Committee Chairs to include on agenda for their first meeting: development of work plan, review of terms of reference, review of standards, policies and guidelines and scheduling of meeting dates for the balance of the term (to April 2024). Generally, committees meet approximately every 4 – 6 weeks before Council meetings to allow time for any recommendations to be prepared for Council’s review.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS /F DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level ⁷
		<i>Expressions of Regret from Current Non-Council Committee Members</i>			
	239	5.10 Dr. Ian Quist			
		<i>Expressions of Interest from Current Council Appointed Members</i>			
	241	5.11 Mr. Robert MacKay			
	245	5.12 List of Peer Assessors as of January 20, 2023			
		6. By-laws/Policies/Internal Policies/Guidelines/Best Practices ¹³	Primarily Background/Context		
		<i>By-laws</i>			
	246	6.1 By-law 6: Election of Council Members			
	255	6.2 By-law 7: Elections (within Council)			
	261	6.3 By-law 9: Remuneration			
	265	6.4 By-law 11: Committee Composition			
	267	6.5 By-law 12: Appointment of Non-Council Members			
	270	6.6 By-law 18: Appointment of Non-Chiropractic Committee Members			
		<i>Policies/Guidelines</i>			
	271	6.7 P-011: Conflict of Interest for Council and Non-Council Committee Members			
	275	6.8 I-001: Meeting Guidelines			

¹³ All current by-laws, policies and guidelines are posted on the CCO website. Governing documents are reviewed annually by the relevant committee which recommends any amendments to Council. Only Council has the authority to approve amendments to regulations or by-laws.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS /# DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level ⁷
	277	6.9 I-009: Procedures for Attending Events/Functions			
	278	6.10 I-010: Procedures for Attending Educational Sessions/Professional Development Programs			
	280	6.11 I-011: Procedures for the Peer and Practice Assessment of Committee Members ¹⁴			
	281	6.12 I-012: Reimbursement of Reasonable Expenses and Per Diems with Per Diem and Expenses Claim Statement for Elected Council, Non-Council Committee Members and Council Appointed Members ¹⁵			
	287	6.13 I-013: Procedures for Speaking Engagements for Council Members			
	289	6.14 I-014; Procedures for Striking and Dissolving Sub-Committees			
	292	6.15 I-016: Guidelines for Observers at Council Meetings			
	294	6.16 I-017: Procurement of Goods and/or Services			
	297	6.17 I-018: Minutes for CCO Meetings			
	298	6.18 I-020: Contingency Reserve Fund			
	299	6.19 IG-001: Procedures for Use of Email for CCO Business			

¹⁴ Please contact Dr. Bruce Walton to be peer assessed if you have not already been peer assessed recently.

¹⁵ Public member claims are governed by the Public Appointments Unit, Ministry of Health.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS /# DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level ⁷
	301	6.20 Rules of Order of the Council (amended June 17, 2020)	Review	Council	Medium
		<i>Best Practices</i>			
	303	6.21 Extract from CCO CPMF Reporting Tool – March 31, 2022			
	310	6.22 Extract from Cayton Report dated December 2018 re: Competencies of Council Members			
	312	6.23 CCO Internal Elections – Committee Conflicts (April 9, 2021)			
		7. Orientation/Regulatory Governance Update	Present	Durcan	High
		8. Review and Return of Forms			
	313	8.1 CCO Code of Conduct ¹⁶			
	315	8.2 Confidentiality Undertaking			
	319	8.3 Internal Policy I-015: Zero Tolerance for Abuse, Neglect and Harassment			
	322	8.4 Elected Member Undertaking ¹⁷			
		ADJOURNMENT			

¹⁶ All Council members are required to review, sign, and return the Code of Conduct, confidentiality undertaking and nonharrassment policy. Please return the signed and witnessed documents to Ms Rose Bustria, Administrative Assistant, asap if you have not already done so.

¹⁷ Elected members to please review, sign and return to Ms Bustria asap.

MEMORANDUM

COLLEGE OF CHIROPRACTORS OF ONTARIO

To: CCO Council

From: Nominating Working Group

- Dr. Dennis Mizel (Chair)
- Dr. Jarrod Goldin
- Ms Zoe Kariunas
- Mr. Scott Stewart

Date: April 17, 2023

Subject: CCO Nominations for Executive Officer and Committee Positions and Internal Elections

Resources and Processes for Nominations and Internal Elections on CCO Committees

The Nominating Working Group (NWG) has made nominations for executive officer and committee positions for the CCO Council meeting on April 14, 2023. The NWG reviewed and made nominations in accordance with the following documents:

- By-law 7: Elections (within Council)
- By-law 11: Committee Composition
- By-law 18: Appointment of Non-Chiropractic Committee Members
- Internal Policy I-019: Policy on Nomination and Election Procedures for Committee Positions
- Competencies for Council and Committee Members Document
- CCO Internal Elections (Committee Conflicts)
- Expressions of Interest from Council and Non-Council Committee Members
- Current Terms of Council and Committee Members on CCO Committees

In developing and approving many of these policies and processes, CCO Council and the Executive worked on moving towards the aspirational goals of the College Performance Measurement Framework (CPMF), and specially the first measure of the CPMF, which reads:

Where possible, Council and Statutory Committee members demonstrate that they have the knowledge, skills and commitment prior to becoming a member of Council or a statutory committee.

Similar objectives and best practices for regulatory bodies have been identified in the document “An Inquiry into the Performance of the College of Dental Surgeons of British Columbia and the Health Professions Act” (“Cayton Report”)¹ and the governance model developed by the College of Nurses of Ontario (CNO)², supported by the Ministry of Health as a best practice. Matching interest with skills and competency is best practice, used by many other health regulators in Ontario.

Based on moving towards these aspirational objectives, CCO Council approved Internal Policy I-019: Policy on Nomination and Election Procedures for Committee Positions to outline the policies and procedures for nomination and election of committee positions, and the Competencies for Council and Committee Members Document, which outlined the expected competencies for committee positions.

In accordance with Internal Policy I-019: Policy on Nominating and Election Procedures for Committee Positions, the NWG was struck by the Executive Committee. Council members were then asked to provide their interest and relevant background/experience for any committees to facilitate the preparation of a nominations chart for Council’s consideration. This process will continue to be reviewed and refined as CCO moves forward.

Thank you to Council members for forwarding your relevant experience and interest in the different CCO committees. The NWG met on April 14, 2023 to put forward nominations. The NWG gave considerable review and had extensive discussion on putting forward these nominations. In summary, nominations were based on consideration of the following criteria:

- Expressions of interest from Council and committee members;
- Relevant background experience, competencies and skills summarized in the Competencies for Council and Committee Members, and specifically: preparation for meetings, availability, communication skills, ability to facilitate and participate in discussion, diplomacy, diversity of background, perspectives and experience, knowledge from other professional experiences, flexibility, and commitment to ongoing learning and professional development;
- Balance of experienced and new Council members on various committee to ensure some continuation, capacity building, succession planning and mentoring opportunities with the opportunity for new committee members to gain opportunities and experience;
- Commitment to CCO’s public interest mandate, and the objects, mission, vision, values and strategic objectives of the College;
- Consideration of the Committee Conflicts Chart and term limits of committee and chair positions in CCO by-laws.

¹ <https://www2.gov.bc.ca/assets/gov/health/practitioner-pro/professional-regulation/cayton-report-college-of-dental-surgeons-2018.pdf>

² <https://www.cno.org/globalassets/1-whatiscno/governance/final-report--leading-in-regulatory-governance-task-force.pdf>

During the Council meeting on April 20, 2023, nominations from the nomination chart will be presented for each executive officer position, committee position and chair position. If there are no further nominations at the meeting, the position will be acclaimed. If there are further nominations, Council will conduct an internal election for that position, based on generally accepted democratic procedures, and consistent with the process for internal elections used in the April 2023 internal elections.

CCO Committee Competencies

The following is a summary of competencies from the Competencies for Council and Committee Members Document and rationale for the nominations for each of the committees.

Thank you for your continued participation in the self-regulation of the chiropractic profession and for your commitment to continuous quality improvement in all CCO practices and processes.

Executive Committee

Competencies

- Knowledge and understanding of the regulatory framework of CCO, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, CCO By-laws, internal policies, conflict of interest policies, code of conduct and rules of order;
- Communicate with key stakeholders, including members, members of the public, government and other external stakeholders;
- Contribute to the review and recommendation to Council of an annual budget, consistent with resources, priorities and strategic objectives;
- Review and analyze extensive material, listen and contribute in a respectful manner to discussion and debate and reach a decision regarding regulatory decisions
- Effective oral and written communication skills;
- Respectful and collegial communication when discussing and debating differing opinions
- Active contribution to discussion and decision-making;
- Active listening and respectful communication with committee members and staff;
- Possess strategies to build consensus;
- Understands issues from different perspectives.

Rationale

- Maintains continuity of professional members, while incorporating a new public member;
- Value in having the representative from the Academic District on the Executive Committee;
- Allows for succession planning and mentoring of Executive Officer positions;
- Consistent with skill set and competencies identified in profiles by individuals expressing interest including, respectful and collegial communication with internal and external stakeholders, governance and budgetary skills and human relations.

Inquiries, Complaints and Reports Rationale

Competencies

- Commitment to review extensive material related to inquiries, complaints and reports to CCO, including submissions by the complainant and member, clinical notes and records, materials from insurance companies, third-party payors and other third parties (e.g., employers), and expert and investigation reports;
- Knowledge and understanding of the regulatory framework specific to the complaints process, including the *Regulated Health Professions Act, 1991* and the *Chiropractic Act, 1991*;
- Knowledge and understanding of CCO regulations, standards of practice, policies and guidelines and able to apply them to specific complaints;
- Knowledge and understanding of risk assessment tools used by the committee;
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion and decision-making;
- Use technology effectively and review digital material;
- Experience in review of complaints and other forms of adjudication;
- For chiropractors – broad knowledge base and experience in chiropractic care;
- For public members – ability to listen, learn, discuss and ask questions of the professional members of the committee related to chiropractic practice;
- Available and prepared for meetings;
- Identify and declare any real or perceived conflicts of interest and/or appearances of bias;
- Understand the fiduciary duty to act honestly, in good faith and in accordance with the duties and objects of the College;
- Commitment to make informed, impartial and transparent decision;
- Effective oral and written communication skills;
- Respectful and collegial communication when discussing and debating differing opinions;
- Active contribution to discussion and decision-making;
- Active listening and respectful communication with committee members and staff;
- Possess strategies to build consensus;
- Understands issues from different perspectives;
- Understands regulatory outcomes of the inquiries, complaints and reports process;
- Understands importance of well-supported reasons for decision and fairness, impartiality and transparency in decision-making;
- Identify issues that require external expertise (legal advice or expert opinions).

Rationale

- Balances continuity with a new committee member;
- Opportunity for a new chair with prior experience on the Committee;
- Moves a non-Council committee member from the Patient Relations Committee on to the Inquiries, Complaints and Reports Committee in an effort to fill an essential non-Council position, while encouraging growth amongst non-Council Committee positions;

- Reflects the value of public members as Chairs of statutory committees.

Quality Assurance Committee

Competencies

- Knowledge and understanding of the regulatory framework specific to the Quality Assurance Committee, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, and CCO standards of practice, policies and guidelines;
- Knowledge and understanding of CCO's Quality Assurance Committee including Peer and Practice Assessment, Self Assessment, Continuing Education and Professional Development, Record Keeping Workshops and CCO's mechanisms for monitoring compliance;
- Review standards of practice, policies and guidelines from other jurisdictions and other Ontario health professions as they apply to review of CCO standards of practice, policies and guidelines;
- Effective oral and written communication skills;
- Respectful and collegial communication when discussing and debating differing opinions;
- Active contribution to discussion and decision-making;
- Active listening and respectful communication with committee members and staff;
- Possess strategies to build consensus;
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion;
- Understand issues from different perspectives.

Rationale

- Balances continuity with a new elected and public member;
- Continuity of Chair of committee for ongoing work (e.g., virtual care guideline);
- Includes diversity of viewpoints and experience in different health professions and practice settings, while understanding the need for members to comply with standards of practice;
- Includes broad member work and lived experiences to facilitate how standards of practice, policies and guidelines affect the public.

Patient Relations Committee

Competencies

- Knowledge and understanding of the regulatory framework specific to the Patient Relations Committee, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, and CCO standards of practice, policies and guidelines;
- Knowledge and understanding of legislation, regulations and policies related to funding for therapy and counselling for victims of sexual abuse;

- Commitment to preventing and dealing with sexual abuse of patients through educational programs, guidelines for conduct, training for CCO staff and provision of information to the public;
- Effective oral and written communication skills;
- Respectful and collegial communication when discussing and debating differing opinions;
- Active contribution to discussion and decision-making;
- Active listening and respectful communication with committee members and staff;
- Possess strategies to build consensus;
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion;
- Understand issues from different perspectives.

Rationale

- Maintains continuity of elected and public members with a new public member Chair with experience on the committee;
- Reflects the value of public members as Chairs of statutory committee;

Registration Committee

Competencies

- Knowledge and understanding of the regulatory framework specific to the registration process, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, the registration regulation and registration policies and decision-making tools, and ability to apply them to registration applications with unique fact scenarios
- Understand the requirements for registration as a member of CCO in Ontario
- Possess strategies to build consensus
- Understand the importance of transparent, objective, impartial and fair decision-making
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff
- Understand the role of the Office of the Fairness Commissioner in overseeing the registration practices of Ontario health regulatory colleges

Rationale

- Maintains continuity, while incorporating a new elected member as Chair, with prior experience on committee and new elected with past experience on the committee;
- Builds on experience and training already existing on committee in key committee functions, such as experience as a CCEB examiner;
- Reflects the value of public members as Chairs of statutory committee;
- Does not include Council member from Academic district, which presents a potential conflict of interest in registering graduates from accredited chiropractic schools.

Discipline and Fitness to Practise Committees

Competencies

- Commitment to review extensive material related to discipline hearings, including notices of hearings, submissions from CCO and the member, joint submissions and agreed statements of fact, evidence including, clinical notes and records, materials from insurance companies, third-party payors and other third parties, and expert and investigation reports
- Knowledge and understanding of the regulatory framework specific to the discipline process, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, and the *Statutory Powers Procedures Act*
- Complete the Discipline Orientation from the Health Profession Regulators of Ontario (HPRO)
- Knowledge and understanding of CCO regulations, standards of practice, policies and guidelines and application of them to specific disciplinary matters
- Experience in sitting on regulatory or administrative panels and other forms of adjudication
- Use technology effectively and review digital material
- Understand the role of independent legal counsel (ILC), and able to work with and ask questions of ILC
- Understand the roles of Counsel and witnesses in a discipline hearing
- Identify and declare any real or perceived conflicts of interest and/or appearances of bias in deliberating disciplinary matters
- Understand the fiduciary duty to act honestly, in good faith and in accordance with the duties and objects of the College
- Commitment to make informed, impartial and transparent decisions
- Effective oral and written communication skills
- Respectful and collegial communication when discussing and debating differing opinions
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff
- Possess strategies to build consensus
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion
- Understand issues from different perspectives
- Understand regulatory outcomes of discipline hearings and the importance of well-supported reasons for decisions
- Understand importance of fairness, impartiality and open-mindedness in decision making

Rationale

- Maintains continuity and current and prior committee members with prior experience sitting on discipline panels;
- Builds on strength, training and experience of non-Council and non-Chiropractic committee members;

- Requires skills sets in the administrative functions of the committee, including scheduling hearings, selecting panels and ensuring timely release of decisions;
- Demonstrates background experience and training and ability to be fair and impartial;
- Fitness to Practise appropriate for non-time intensive committee positions, while participating more in committee work.

Advertising Committee

Competencies

- Knowledge and understanding of CCO standards of practice and guidelines as they relate to advertising, websites and social media
- Apply CCO standards of practice and guidelines as they relate to advertising, websites and social media to the review and feedback provided on submitted advertisements, website and social media content submitted by members
- Review past feedback provided from the Advertising Committee and apply to the review of advertisements, website and social media content submitted by members
- Effective oral and written communication skills
- Respectful and collegial communication when discussing and debating differing opinions
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff
- Possess strategies to build consensus
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion
- Understand issues from different perspectives

Rationale

- Maintains continuity, while incorporating a new elected as Chair with past experience on the Committee;
- Understanding the importance of compliance with standards of practice, polices and guidelines.

From: Jo-Ann Willson
Sent: March 29, 2023 3:45 PM
To: Joel Friedman
Cc: Rose Bustria; Jo-Ann Willson
Subject: Committee Selection Chart for Completion (by Wednesday, April 5, 2023 at 12:00 noon)
Attachments: 23March24Comm.docx; InternalPolicyCommitteesNov25,2021.pdf; Competencies-for-Council-MembersNov252021.pdf

Good afternoon:

This communication is being forwarded to all Council members.

In preparation for the Council Elections meeting scheduled for Thursday, April 20, 2023, please complete the attached committee selection chart, which is a fillable form, and return your form to Mr. Joel Friedman no later than **Wednesday, April 5, 2023 at 12:00 noon.**

Please note that at the March 24, 2023 meeting, the Executive directed that Council members' completed forms should be included in the April 20, 2023 Council information package so the information is available to all Council members along with the slate being recommended by the Nominations Working Group.

Attached for your reference are I-019 Nomination and Election Procedures, and the Competencies for Council members.

Thank you.

Jo-Ann Willson, B.Sc., M.S.W., LL.B.
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College of Chiropractors of Ontario ("CCO") services continue as staff follow recommended health and safety guidelines related to the COVID-19 global pandemic. In-office services are available by appointment only. Please use the email or phone contact information above or, if you require urgent assistance, please contact Reception by phone at 416-922-6355 ext. 100 or email reception@cco.on.ca and your inquiry will be directed appropriately.

CCO is committed to providing inclusive, accommodating, and responsive services and ensuring that individuals are treated with dignity and respect. Please contact us if you require accommodations. Please ensure that all communications with CCO are respectful and professional.

CONFIDENTIALITY WARNING:

This e-mail including any attachments may contain confidential information and is intended only for the person(s) named above. Any other distribution, copying or disclosure is strictly prohibited. If you have received this e-mail in error, please notify CCO immediately by reply e-mail and delete all copies including any attachments without reading it or making a copy. Thank you.

Committee Selection Template ¹
Version Date: March 24, 2023

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*All Council members are asked to complete this template for all College Committees, even those that are not your first choice. The first column is pre-filled. Please do not add to it. Please complete the other columns. Most Council members serve on two or three committees. Please indicate a **maximum** of three committees of interest.*

Council member's name: _____

Committee	Would You Like to Serve on this Committee?²	Would You Like to Serve as Chair on this Committee? Please Indicate if You Are Interested in Serving as President, Vice-President or Treasurer (Executive Only)	Describe your Relevant Skills, Training and Experience for this Committee	Are You Able to Communicate (Verbally and/or Written) in French or Any Other Languages? Please List and Provide Any Further Details	List any Affiliations that might Sometimes Create a Conflict of Interest for this Committee	Workload (scale of 1 – 5)
Executive						
Registration						
Inquiries Complaints Reports						

¹ To assist with the preparation of nominations for Council's consideration on April 20, 2023

² Please note that it is strongly discouraged for anyone serving on both the Inquiries Complaints and Reports Committee while they serve on the Discipline or Fitness to Practise Committees. Other committee overlaps should be minimized, such as either the Quality Assurance Committee or the Advertising Committee and the Inquiries Complaints and Reports Committee.

Committee	Would You Like to Serve on this Committee? ²	Would You Like to Serve as Chair on this Committee? Please Indicate if You Are Interested in Serving as President, Vice-President or Treasurer (Executive Only)	Describe your Relevant Skills, Training and Experience for this Committee	Are You Able to Communicate (Verbally and/or Written) in French or Any Other Languages? Please List and Provide Any Further Details	List any Affiliations that might Sometimes Create a Conflict of Interest for this Committee	Workload (scale of 1 – 5)
Discipline						
Fitness to Practise						
Patient Relations						
Quality Assurance						
Advertising						

POLICY ON NOMINATION AND ELECTION PROCEDURES FOR COMMITTEE POSITIONS



CCO Internal Policy: I-019

Executive Committee

Approved by Council: November 25, 2021 (came into effect February 25, 2022)

INTENT

To outline the policies and procedures for the nomination and election procedures for committee positions

POLICIES AND PROCEDURES

1. The Executive Committee shall appoint a Nominating Working Group (NWG). The NWG should have, where feasible, an equal number of elected members and appointed members.
2. The NWG shall prepare and make available an application process to all members of Council who are interested in serving on committees. The application process shall:
 - a. Identify the positions available;
 - b. Identify the committee mandates, terms of reference, meeting expectations and competencies, experience and skills most closely associated with each committee;
 - c. Request a candidate to set out their own competencies, experience and skills and evidence as to how they were obtained or have been demonstrated; and
 - d. Request a candidate to set out their preferred positions of service.
3. The NWG shall prepare and make available an application process to members of CCO who have expressed interest in being nominated for a non-Council committee position. The application process shall:
 - a. Identify the positions available;
 - b. Identify the committee mandates, terms of reference, meeting expectations and competencies, experience and skills most closely associated with each committee;
 - c. Request a candidate to set out their own competencies, experience and skills and evidence as to how they were obtained or have been demonstrated; and
 - d. Request a candidate to set out their preferred positions of service.

4. The NWG shall prepare, to the extent feasible, a slate of candidates for each position taking into consideration the competencies, experience and skills of the applicants, with reference to the Competencies for Council and Committee Members document, the preferred positions of Council and committee members, the requirements for committee composition in CCO by-laws, succession planning for each committee, an equitable distribution of committee assignments for Council members, and diversity, equity and inclusion principles so as to maximize the ability of the College to serve and protect the public interest.
5. At any Council meeting at which committee positions, including that of chair, are filled, the NWG shall, to the extent feasible, present a comprehensive slate of candidates and such a presentation shall be deemed the nomination of those persons for those positions.
6. Unless the slate contemplates an election for a position or unless two members of the Council nominate more than the minimum number of eligible candidates to fill a position, those candidates shall be deemed elected by acclamation. Where more than the minimum number of eligible candidates are nominated for a position, the Council shall hold a contested election in accordance with the by-laws.

COMPETENCIES FOR COUNCIL AND COMMITTEE MEMBERS



Executive Committee

Approved by Council: November 25, 2021

INTRODUCTION

Effective regulation is enhanced when Council and committee members possess specific competencies to act in accordance with the objects of health regulatory colleges under the *Regulated Health Professions Act, 1991 (RHPA)* and the mission, vision, values and strategic objectives of the College of Chiropractors of Ontario (CCO), and to regulate the full scope of practice of chiropractic. Many of these competencies may be acquired through ongoing orientation, continuing education and professional development once on CCO Council and committees.

The following document outlines the competencies expected of Council and Committee members, as they relate to the duties and objects of the college and the mission, vision, values and strategic objectives of CCO. Please note that it is not expected that candidates for Council and committees possess all of these competencies prior to being elected or appointed to CCO Council or committees. CCO provides ongoing training, orientation and education opportunities both through Council and committees and through the Health Profession Regulators of Ontario (HPRO).

OBJECTS OF THE COLLEGE

Section 3(1) of the Health Professions Procedural Code, under the *RHPA* identifies the following objects of the College:

The College has the following objects:

1. To regulate the practice of the profession and to govern the members in accordance with the health profession Act, this Code and the Regulated Health Professions Act, 1991 and the regulations and by-laws.
2. To develop, establish and maintain standards of qualification for persons to be issued certificates of registration.
3. To develop, establish and maintain programs and standards of practice to assure the quality of the practice of the profession.
4. To develop, establish and maintain standards of knowledge and skill and programs to promote continuing evaluation, competence and improvement among the members.

- 4.1 To develop, in collaboration and consultation with other Colleges, standards of knowledge, skill and judgment relating to the performance of controlled acts common among health professions to enhance interprofessional collaboration, while respecting the unique character of individual health professions and their members.
 5. To develop, establish and maintain standards of professional ethics for the members.
 6. To develop, establish and maintain programs to assist individuals to exercise their rights under this Code and the Regulated Health Professions Act, 1991.
 7. To administer the health profession Act, this Code and the Regulated Health Professions Act, 1991 as it relates to the profession and to perform the other duties and exercise the other powers that are imposed or conferred on the College.
 8. To promote and enhance relations between the College and its members, other health profession colleges, key stakeholders, and the public.
 9. To promote inter-professional collaboration with other health profession colleges.
 10. To develop, establish, and maintain standards and programs to promote the ability of members to respond to changes in practice environments, advances in technology and other emerging issues.
 11. Any other objects relating to human health care that the Council considers desirable.
- (2) In carrying out its objects, the College has a duty to serve and protect the public interest.

CCO MISSION, VISION, VALUES AND STRATEGIC OBJECTIVES

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.

COMPETENCIES FOR COUNCIL MEMBERS

The following document outlines the competencies expected of Council and Committee members, as they relate to the duties and objects of the college and the mission, vision, values and strategic objectives of CCO.

Please note that it is not expected that candidates for Council and committees possess all of these competencies prior to being elected or appointed to CCO Council or committees. CCO provides ongoing training, orientation and education opportunities both through Council and committees and through the Health Profession Regulators of Ontario (HPRO). Council and committee members should be prepared to participate in ongoing orientation, continuing education and professional development, once elected or appointed to CCO.

Furthermore, it is not the expectation that all Council and committee members possess all of the following competencies. Rather the different competencies of Council and committee members should complement each other and be diverse to represent the public of Ontario.

Career Skills, Knowledge and Experience

Professional Chiropractic Experience

- Experience in providing chiropractic care to a diverse group of patients in various practice settings
- Experience with various aspects of chiropractic care, including, patient consultation, examination and care, informed consent, record keeping, business and billing practices, billing of insurance companies and third-party payors, advertising and other communications to the public (websites and social media). It is acknowledged that Council and committee members may not have experience in all of these aspects of chiropractic practice; however, the experience and background of Council and committee members should complement each other and represent the diversity of practice in Ontario.
- Understanding of the importance of the protection of patient rights and patient safety, including the prevention of patient abuse and boundary violations

Regulatory, Administrative and Other Experience

- Experience in professional regulation, boards of directors or other administrative and member organizations
- Understand the role of self-regulation of health professions
- Experience with chairing and participating in meetings
- Understand rules of procedure (e.g., Roberts Rules of Order), codes of conduct, conflict of interest policies and confidentiality undertakings
- Experience in areas such as finance/accounting, education, information technology and governance
- Have a basic knowledge of technology and ability to use technology to perform the work of CCO (emails, Zoom meetings and webinars, PDFs, etc.)

Values, Skills, Behaviour and Character Attributes

Communication

- Communicate effectively, concisely, constructively, respectfully and accurately, verbally and in writing, with council and committee members, staff, members, the public, government, and other external stakeholders, in the context of regulating the profession in the public interest
- Listen in a respectful manner and ask for clarification and explanation
- Provide constructive and helpful contributions to discussion and debate with a view towards problem solving and making effective decisions

Working in a Team-Based, Diverse Environment

- Work cooperatively, collegially and respectfully in a team-based environment

- Demonstrate respectful behaviour to a variety of viewpoints and social and cultural differences
- Help in building consensus
- Support decisions and positions of CCO Council
- Demonstrate leadership skills and ability to lead others to solve problems, adapt and manage change and achieve results
- Demonstrate a commitment to diversity and inclusion

Availability

- Commitment to being available for regular meetings and hearings
- Commitment to being prepared for regular meetings and hearings, by reading committee packages and background material in advance
- Punctual attendance at meetings and hearings

Commitment to and Understanding of the role of the CCO

- Place the interests of the public and mandate of CCO above oneself or one's own interests
- Understand the specific role of the CCO to regulate chiropractic in the public interest and how it differs from roles of professional associations, advocacy groups, educational institutions, protective associations and other stakeholders
- Understand and respect the roles of council members, committee members and staff
- Ability to identify and declare real and perceived conflicts of interest and appearances of bias

Commitment to Learning

- Commitment to ongoing learning and education about professional regulation, CCO and other areas relevant to serving as a Council or committee member on CCO
- Ability to ask questions if knowledge is lacking

Critical Thinking and Problem Solving

- Use professional judgment and strategic thinking to solve problems and address issues
- Make decisions guided by qualitative and quantitative evidence and background material from government, other health professions, other jurisdictions and other sources
- Adapt and demonstrate flexibility based on changing environments
- Understand and manage risk to the public in decision-making

Professionalism

- Demonstrate professionalism and good character and act with honesty, integrity, transparency, credibility, collaboration, diplomacy and respectfulness

Knowledge of Professional Health Regulation and CCO

- Understand the role of the regulator and professional health regulation in Ontario
- Understand the difference in roles between a professional health regulator and other stakeholders, such as professional advocacy groups, protective associations and educational institutions
- Work within the wider context of the regulatory framework in Ontario and consistently with the goals and objectives of the Ontario Government and Ministry of Health
- Understand and work in accordance with the objects of the College and mission, vision, values and strategic objectives of CCO
- Understand and work within CCO's governance and organizational structure, governing legislation, and mission, vision, values and strategic objectives
- Understand the mandates and functions of CCO Council and committees
- Understand and apply CCO regulations, by-laws, internal policies, codes of conduct, standards of practice, policies and guidelines
- Apply legal authority (legislation, regulation, standards of practice, policies and guidelines) to regulatory issues
- Understand the role of a Council member, fiduciary duties and good governance principles, including the distinction and relationships in the roles of Council, the Registrar and staff
- Understand and appreciate finances and financial implications of decisions
- Understand and adhere to fiduciary and confidentiality duties

COMPETENCIES AND EXPECTATIONS FOR COMMITTEE MEMBERS

In addition to the competencies expected of Council members, the following mandates, meeting expectations and competencies are expected for committee members on CCO committees. CCO provides ongoing training, orientation and education opportunities both through Council and committees and through the Health Profession Regulators of Ontario (HPRO).

Executive Committee

Committee Mandate

- To exercise the powers of Council between meetings with respect to any matter requiring immediate attention other than the power to make, amend or revoke a regulation or by-law.

- To provide leadership in exercising CCO's mandate to regulate chiropractic in the public interest.

Meeting Expectations

- Approximately five full day meetings per year (additional meetings on an as-needed basis)

Competencies for the Executive Committee

- Knowledge and understanding of the regulatory framework of CCO, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, CCO By-laws, internal policies, conflict of interest policies, code of conduct and rules of order
- Communicate with key stakeholders, including members, members of the public, government and other external stakeholders
- Contribute to the review and recommendation to Council of an annual budget, consistent with resources, priorities and strategic objectives
- Review and analyze extensive material, listen and contribute in a respectful manner to discussion and debate and reach a decision regarding regulatory decisions
- Effective oral and written communication skills
- Respectful and collegial communication when discussing and debating differing opinions
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff
- Possess strategies to build consensus
- Understands issues from different perspectives

Inquiries, Complaints and Reports Committee

Committee Mandate

- To respond to inquiries, complaints and reports in a manner consistent with its legislative mandate under the *RHPA*.
- To review reports of investigations and make decisions concerning the possible referral of specified allegations or professional misconduct to the Discipline Committee and the imposition of interim terms, conditions and limitations on a member's certificate of registration.

Meetings Expectations

- Approximately 10-12 full day meetings per year

Competencies for the Inquiries, Complaints and Reports Committee

- Commitment to review extensive material related to inquiries, complaints and reports to CCO, including submissions by the complainant and member, clinical notes and records, materials from insurance companies, third-party payors and other third parties (e.g., employers), and expert and investigation reports
- Knowledge and understanding of the regulatory framework specific to the complaints process, including the *Regulated Health Professions Act, 1991* and the *Chiropractic Act, 1991*
- Knowledge and understanding of CCO regulations, standards of practice, policies and guidelines and able to apply them to specific complaints
- Knowledge and understanding of risk assessment tools used by the committee
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion and decision-making
- Use technology effectively and review digital material
- Experience in review of complaints and other forms of adjudication
- For chiropractors – broad knowledge base and experience in chiropractic care
- For public members – ability to listen, learn, discuss and ask questions of the professional members of the committee related to chiropractic practice
- Available and prepared for meetings
- Identify and declare any real or perceived conflicts of interest and/or appearances of bias
- Understand the fiduciary duty to act honestly, in good faith and in accordance with the duties and objects of the College
- Commitment to make informed, impartial and transparent decision
- Effective oral and written communication skills
- Respectful and collegial communication when discussing and debating differing opinions
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff
- Possess strategies to build consensus
- Understands issues from different perspectives
- Understands regulatory outcomes of the inquiries, complaints and reports process
- Understands importance of well-supported reasons for decision and fairness, impartiality and transparency in decision-making
- Identify issues that require external expertise (legal advice or expert opinions)

Discipline Committee

Committee Mandate

- To adjudicate specific allegations of professional misconduct or incompetence referred to the committee by the Inquiries, Complaints and Reports Committee.
- To review applications for reinstatement following a discipline finding.

Meetings Expectations

- Approximately 1-2 full day meetings per year
- Availability for hearings on an as-needed basis

Competencies for the Discipline Committee

- Commitment to review extensive material related to discipline hearings, including notices of hearings, submissions from CCO and the member, joint submissions and agreed statements of fact, evidence including, clinical notes and records, materials from insurance companies, third-party payors and other third parties, and expert and investigation reports
- Knowledge and understanding of the regulatory framework specific to the discipline process, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, and the *Statutory Powers Procedures Act*
- Complete the Discipline Orientation from the Health Profession Regulators of Ontario (HPRO)
- Knowledge and understanding of CCO regulations, standards of practice, policies and guidelines and application of them to specific disciplinary matters
- Experience in sitting on regulatory or administrative panels and other forms of adjudication
- Use technology effectively and review digital material
- Understand the role of independent legal counsel (ILC), and able to work with and ask questions of ILC
- Understand the roles of Counsel and witnesses in a discipline hearing
- Identify and declare any real or perceived conflicts of interest and/or appearances of bias in deliberating disciplinary matters
- Understand the fiduciary duty to act honestly, in good faith and in accordance with the duties and objects of the College
- Commitment to make informed, impartial and transparent decisions
- Effective oral and written communication skills
- Respectful and collegial communication when discussing and debating differing opinions
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff
- Possess strategies to build consensus
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion
- Understand issues from different perspectives
- Understand regulatory outcomes of discipline hearings and the importance of well-supported reasons for decisions
- Understand importance of fairness, impartiality and open-mindedness in decision making

Fitness to Practise Committee

Committee Mandate

- To hear and determine allegations of mental or physical incapacity referred to the committee by the Inquiries, Complaints and Reports Committee.
- To review applications for reinstatement following an incapacity finding.

Meetings Expectations

- Approximately 1 full day meeting per year
- Availability for hearings on an as-needed basis

Competencies for Fitness to Practise

(See competencies for Discipline Committee, as they related to Fitness to Practise Hearings)

Registration Committee

Committee Mandate

- To develop, establish and maintain standards of qualification for persons to be issued certificates of registration.
- To review applications for registration referred by the Registrar.
- To determine the terms, conditions or limitations, if any, for granting a certificate of registration to an applicant.

Meetings Expectations

- Approximately 1-2 full day meetings and 8-10 half day meetings per year

Competencies for Registration Committee

- Knowledge and understanding of the regulatory framework specific to the registration process, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, the registration regulation and registration policies and decision-making tools, and ability to apply them to registration applications with unique fact scenarios
- Understand the requirements for registration as a member of CCO in Ontario
- Possess strategies to build consensus
- Understand the importance of transparent, objective, impartial and fair decision-making
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff

- Understand the role of the Office of the Fairness Commissioner in overseeing the registration practices of Ontario health regulatory colleges

Quality Assurance Committee

Committee Mandate

- To develop, establish and maintain: programs and standards of practice to assure the quality of the profession, standards of knowledge and skill and programs to promote continuing competence among members and standards of professional ethics.
- To develop mechanisms and protocols to assess the knowledge, skills and continuing competence of members.

Meetings Expectations

- Approximately 6-8 full day meetings per year
- Availability for workshops on an as-needed basis

Competencies for the Quality Assurance Committee

- Knowledge and understanding of the regulatory framework specific to the Quality Assurance Committee, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, and CCO standards of practice, policies and guidelines
- Knowledge and understanding of CCO's Quality Assurance Committee including Peer and Practice Assessment, Self Assessment, Continuing Education and Professional Development, Record Keeping Workshops and CCO's mechanisms for monitoring compliance
- Review standards of practice, policies and guidelines from other jurisdictions and other Ontario health professions as they apply to review of CCO standards of practice, policies and guidelines
- Effective oral and written communication skills
- Respectful and collegial communication when discussing and debating differing opinions
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff
- Possess strategies to build consensus
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion
- Understand issues from different perspectives

Patient Relations Committee

Committee Mandate

- To develop and implement a program/guidelines to enhance the doctor-patient relationship.
- To develop and implement measures for preventing and dealing with sexual abuse of patients.
- To develop, establish and maintain programs to assist individuals in exercising their rights under the *RHPA*.

Meetings Expectations

- Approximately 4-6 full day meetings per year

Competencies for the Patient Relations Committee

- Knowledge and understanding of the regulatory framework specific to the Patient Relations Committee, including the *Regulated Health Professions Act, 1991*, the *Chiropractic Act, 1991*, and CCO standards of practice, policies and guidelines
- Knowledge and understanding of legislation, regulations and policies related to funding for therapy and counselling for victims of sexual abuse
- Commitment to preventing and dealing with sexual abuse of patients through educational programs, guidelines for conduct, training for CCO staff and provision of information to the public
- Effective oral and written communication skills
- Respectful and collegial communication when discussing and debating differing opinions
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff
- Possess strategies to build consensus
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion
- Understand issues from different perspectives

Advertising Committee (non-statutory)

Committee Mandate

- To review proposed advertisements by members to ensure compliance with CCO's Standard of Practice S-016: Advertising and Guideline G-016: Advertising.

Meetings Expectations

- Approximately 1-2 half day meetings per year

- Availability to review and provide feedback on advertisements and website and social media material submitted by members

Competencies for the Advertising Committee

- Knowledge and understanding of CCO standards of practice and guidelines as they relate to advertising, websites and social media
- Apply CCO standards of practice and guidelines as they relate to advertising, websites and social media to the review and feedback provided on submitted advertisements, website and social media content submitted by members
- Review past feedback provided from the Advertising Committee and apply to the review of advertisements, website and social media content submitted by members
- Effective oral and written communication skills
- Respectful and collegial communication when discussing and debating differing opinions
- Active contribution to discussion and decision-making
- Active listening and respectful communication with committee members and staff
- Possess strategies to build consensus
- Review, process and organize large amounts of information and material to synthesize issues and provide a framework for discussion
- Understand issues from different perspectives

COMPETENCIES FOR CHAIRS OF COUNCIL AND COMMITTEES

In addition to the competencies for Council and Committee members, the following competencies are expected of Council and committee chairs:

- Lead and guide Council/committee in achieving its goals and objectives
- Demonstrate effectiveness and skills in chairing, including, following rules and working through meeting agendas
- Promote a strong and positive Council/committee culture
- Build and maintain trusting relationships and good communication with council members, committee members and staff
- Demonstrate values of respect, honesty and integrity
- Understand and act in accordance with CCO by-laws, internal policies, codes of conduct and confidentiality and rules of order
- Understand the authority of Council and committees as a whole
- Promote respectful and efficient discussion and debate and helps to build consensus in decision-making

**COLLEGE OF CHIROPRACTORS OF ONTARIO
COMMITTEE COMPOSITION CHART**

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COUNCIL MEMBERS (as of April 20, 2022)**Elected Members**

Dr. Dennis Mizel, *President*
 Dr. Sarah Green, *Vice President*
 Dr. Michael Gauthier
 Dr. Jarrod Goldin
 Dr. Colin Goudreau
 Dr. Kyle Grice
 Dr. Paul Groulx
 Dr. Angelo Santin
 Dr. Julia Viscomi

Appointed Members

Mr. Markus de Domenico, *Treasurer*
 Ms Anuli Ausbeth-Ajagu
 Mr. Gagandeep Dhanda
 Ms Robyn Gravelle
 Ms Zoe Kariunas
 Mr. Shawn Southern
 Mr. Scott Stewart

STATUTORY COMMITTEES UNDER THE REGULATED HEALTH PROFESSIONS ACT, 1991 (as of April 21, 2022)**Executive**

Dr. Dennis Mizel, *Chair*
 Dr. Sarah Green, *Vice Chair*
 Mr. Markus de Domenico, *Treasurer*
 Dr. Jarrod Goldin
 Ms Robyn Gravelle
 Dr. Paul Groulx
 Mr. Shawn Southern
 Mr. Joel Friedman, *staff support*
 Ms Jo-Ann Willson, *staff support*

Inquiries, Complaints & Reports

Mr. Markus de Domenico, *Chair*
 Dr. Michael Gauthier
 Dr. Sarah Green
 Mr. Gagandeep Dhanda
 Dr. Ian Quist, *non-Council*
 Ms Christine McKeown, *staff support*
 Ms Tina Perryman, *staff support*

Discipline¹

Mr. Shawn Southern, *Chair*
 Dr. Dennis Mizel
 Mr. Scott Stewart
 Dr. Julia Viscomi
 Dr. Daniela Arciero, *non-Council*
 Dr. G. Murray Townsend, *non-Council*
 Dr. Matt Tribe, *non-Council*
 Mr. Rob MacKay, *Council appointed member*
 Ms Jo-Ann Willson, *staff support*

Fitness to Practise

Dr. Dennis Mizel, *Chair*
 Ms Robyn Gravelle
 Dr. Angelo Santin
 Ms Jo-Ann Willson, *staff support*

Patient Relations

Ms Anuli Ausbeth-Ajagu, *Chair*
 Dr. Kyle Grice
 Ms Zoe Kariunas
 Dr. Michelle Campbell, *non-Council*
 Dr. Don Rey Juan, *non-Council*
 Mr. Joel Friedman, *staff support*
 Ms Jo-Ann Willson, *staff support*

Quality Assurance

Dr. Paul Groulx, *Chair*
 Ms Robyn Gravelle
 Dr. Kyle Grice
 Ms Zoe Kariunas
 Dr. Elizabeth Anderson-Peacock, *non-Council*
 Mr. Joel Friedman, *staff support*
 Dr. Katherine Tibor, *staff support*
 Dr. Bruce Walton, *staff support*
 Ms. Jo-Ann Willson, *staff support*

Registration

Mr. Markus de Domenico, *Chair*
 Mr. Gagandeep Dhanda
 Dr. Colin Goudreau
 Dr. Julia Viscomi
 Ms Madeline Cheng, *staff support*
 Ms Jo-Ann Willson, *staff support*
 Mr. Joel Friedman, *staff support*

¹ All members of Council are potentially members of a Discipline or Fitness to Practise panel.

NON-STATUTORY COMMITTEE

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Advertising

Dr. Jarrod Goldin, *Chair*
Mr. Gagandeep Dhanda
Dr. Angelo Santin
Dr. Colleen Pattrick, *non-Council*
Mr. Joel Friedman, *staff support*

STAFF MEMBERS

Reception		100
Ms Rose Bustria	Executive Assistant	101
Mr. Darwin Visperas	Assistant Registration Coordinator	102
Ms Tina Perryman	Manager, Inquiries, Complaints & Reports	103
Mr. Joel Friedman	Deputy Registrar	104
Ms Anda Vopni	Financial Officer	105
Dr. J. Bruce Walton	Director of Professional Practice	106
Ms Kelly Malcolm	Investigator	109
Ms Christine McKeown	Inquiries, Complaints & Reports Officer	110
Ms Jo-Ann Willson	Registrar and General Counsel	111
Ms Madeline Cheng	Registration Coordinator	113
Ms Hazel Moon	Administrative Assistant (ICRC)	128
Dr. Katherine Tibor	Director of Professional Practice	130

ITEM 3.6

Current Terms of Council and Committee Members on CCO Committees April 5, 2023

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Council/ Committee Member	President	Vice President	Treasurer	Executive	Inquiries, Complaints and Reports	Quality Assurance	Patient Relations	Registration	Discipline	Fitness to Practise	Advertising
Council											
Ms Anuli Ausbeth- Ajagu							2 years 1 year and 5 months as chair				
Mr. Markus de Domenico			1 year	2 years	1 year as chair			2 years as chair (ineligible as chair)			
Mr. Gagandeep Dhanda					2 years			2 years			2 years
Dr. Michael Gauthier					1 year						
Dr. Jarrod Goldin				2 years							2 years as chair (ineligible as chair)
Dr. Colin Goudreau								1 year			
Ms Robyn Gravelle				3 years		3 years				4 years	
Dr. Sarah Green		1 year and 5 months		2 years	3 years						
Dr. Kyle Grice						2 years	1 year				

Current Terms of Council and Committee Members on CCO Committees
 April 5, 2023

Council/ Committee Member	President	Vice President	Treasurer	Executive	Inquiries, Complaints and Reports	Quality Assurance	Patient Relations	Registration	Discipline	Fitness to Practise	Advertising
Dr. Paul Groulx						3 years, 1 year as chair					
Ms Zoe Kariunas						1 year and 5 months	1 year and 5 months				
Dr. Dennis Mizel	1 year and 5 months			4 years					2 years	2 years	
Dr. Angelo Santin										1 year	1 year
Mr. Shawn Southern				1 year					1 year and 5 months as chair		
Mr. Scott Stewart									1 year		
Dr. Julia Viscomi								2 years			
Non-Council											
Dr. Elizabeth Anderson-Peacock						3 years					
Dr. Daniela Arciero									7 years		
Dr. Michelle Campbell							3 years				
Dr. Colleen Patrick											2 years
Dr. Ian Quist					1 year						
Dr. G. Murray Townsend									4 years		

Current Terms of Council and Committee Members on CCO Committees

April 5, 2023

Council/ Committee Member	President	Vice President	Treasurer	Executive	Inquiries, Complaints and Reports	Quality Assurance	Patient Relations	Registration	Discipline	Fitness to Practise	Advertising
Dr. Matt Tribe									6 years		
Dr. Don Rey Juan							1 year				
Non- Chiropractic											
Mr. Robert MacKay									4 years		

From: Jo-Ann Willson
Sent: March 13, 2023 12:20 PM
To: Rose Bustria
Cc: Dennis Mizel (drmizel@stcatharineschiropractic.com)
Subject: Continued Service on CCO's Committees

Hello to all Non-council Committee Members and Council Appointed Members!

First, thank you all very much for participating in the important work of CCO committees and Council over the past year. In preparation for the April 20, 2023 Council meeting at which internal elections take place, we would like to gauge your interested in continuing to serve either on the committee you are currently on, or another committee. If you are interested, please forward your expression of interest and your curriculum vitae at your earliest convenience (no later than March 31, 2023), so Council has an opportunity to review the information. CCO's general announcement is also posted on the CCO website:

<https://cco.on.ca/2023/01/24/interested-in-serving-on-a-cco-committee/>

There have been a number of safety and security concerns at CCO recently, and accordingly, Council has directed that meetings and hearings be open to the public virtually rather than in person, pending a safety and security audit. If there is any change to this, the information will be posted on the CCO website. We do anticipate that the 2022 Annual General Meeting will be open to the public. The 2022 AGM is scheduled for Wednesday, June 21, 2023, at the Barclay Room, Royal Sonesta, Toronto, Yorkville (220 Bloor Street West, Toronto). Further information will be circulated as the time gets closer. Thank you!

Jo-Ann Willson, B.Sc., M.S.W., LL.B.
Registrar & General Counsel
College of Chiropractors of Ontario
59 Hayden Street, Suite 800
Toronto, ON M4Y 0E7
Tel: (416) 922-6355 ext. 111
Toll Free: 1-877-577-4772
Fax: (416) 925-9610
E-mail: jwillson@cco.on.ca
Web Site: www.cco.on.ca

College of Chiropractors of Ontario ("CCO") services continue as staff follow recommended health and safety guidelines related to the COVID-19 global pandemic. In-office services are available by appointment only. Please use the email or phone contact information above or, if you require urgent assistance, please contact Reception by phone at 416-922-6355 ext. 100 or email reception@cco.on.ca and your inquiry will be directed appropriately.

CCO is committed to providing inclusive, accommodating, and responsive services and ensuring that individuals are treated with dignity and respect. Please contact us if you require accommodations. Please ensure that all communications with CCO are respectful and professional.

CONFIDENTIALITY WARNING:

This e-mail including any attachments may contain confidential information and is intended only for the person(s) named above. Any other distribution, copying or disclosure is strictly prohibited. If you have received this e-mail in error, please notify CCO immediately by reply e-mail and delete all copies including any attachments without reading it or making a copy. Thank you.

March 13, 2023

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General

CCO's statutory mandate to regulate chiropractic in the public interest is enhanced by having competent, qualified individuals to serve on committees. As part of CCO's College Performance Measurement Framework action plan, Council has approved a list of **core competencies for all Council and committee members**. The election and appointment of committee members usually takes place in April of every year, after the first regular Council meeting following the general elections to Council for CCO's 2, 3 and 4 districts. Committee Compositions are identified in CCO's **By-law 11: Committee Composition**.

Non-Council Committee Members

CCO has non council committee members positions available to CCO Members pursuant to the by-laws as follows:

- › ICRC (1)
- › Discipline (3)
- › Patient Relations (2)
- › QA (1)
- › Advertising (1)

In making appointments to these committees, Council is required to consider the provisions of **By-law 12: Appointment of Non-Council Members**.

Individuals with Specialized Knowledge, Skills or Expertise (Subject Experts)

Consistent with the practices of many other regulators, **CCO by-laws** will permit Council to appoint individuals who are not public members of Council or CCO members to be a committee member if the individual has specialized knowledge, skills or expertise which would facilitate the work of a specific committee.

Action

If you are interested in serving as a non-council committee member or you have specialized knowledge, skills or expertise that would facilitate the work of a CCO committee, please forward your expression of expertise to cco.info@cco.on.ca no later than March 31, 2023 so the information may be compiled for Council's consideration. Include your curriculum vitae along outlining your relevant experience, skills and competencies along with the name of the committee(s) on which you are interested in serving.

Thank you!

BY-LAW 6: ELECTION OF COUNCIL MEMBERS

Approved by Council: February 24, 2001

Amended: February 12, 2002, September 24, 2009, September 17, 2015, February 23, 2016, February 28, 2017, April 24, 2018, January 6, 2019, June 19, 2019 (came into effect September 13, 2019), September 14, 2019 (came into effect November 28, 2019), September 4, 2020 (came into effect November 26, 2020), April 14, 2021 (came into effect June 16, 2021), September 10, 2021 (came into effect November 25, 2021), January 20, 2023 (came into effect January 20, 2023)

6.1 **Electoral 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.

Electoral District 2: Eastern comprised of the counties of Frontenac, Hastings, Lanark, Prince Edward, Renfrew, Lennox and Addington; the united counties of Leeds and Grenville, Prescott and Russell, Stormont, Dundas and Glengarry; and the city of Ottawa.

Electoral District 3: Central East comprised of the counties of Haliburton, Northumberland, Peterborough, and Simcoe, the city of Kawartha Lakes, the regional municipality of Durham and the township of Scugog.

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

Electoral 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.

Electoral District 6: Western comprised of the counties of Essex, Bruce, Grey, Lambton, Elgin, Middlesex, Huron, Perth and Oxford, and the municipality of Chatham-Kent.

Electoral District 7: Academic comprised of the entire province of Ontario.

6.2 A member is eligible to vote in District 7 and 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.

- 6.3 For each electoral district referred to in column 1 of the following table, there shall be elected to Council the number of members set out opposite in column 2.

Column 1	Column 2
Electoral District	Number of Members
1	1
2	1
3	1
4	2
5	2
6	1
7	1

- 6.4 The term of office of a member elected to Council is approximately three years, commencing with the first regular meeting of Council immediately following the election. The member shall continue to serve in office until his/her successor takes office in accordance with this by-law.
- 6.5 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.
- 6.6 An election of members to Council shall be held in or about of March of each year in accordance with the following schedule:
- (a) in 2021 and every third year after that for electoral district 1 and one Council member for each of electoral districts 4 and 5;
 - (b) in 2022 and every third year after that for electoral districts 2 and 3 and one Council member for electoral district 4;
 - (c) in 2023 and every third year after that for electoral districts 6 and 7 and one Council member for electoral district 5.
- 6.7 The registrar shall set the date for the election of members to Council.
- 6.8 A member is ineligible to 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 providing and returning any information required by CCO.

- 6.9 A member is eligible for election to Council in an electoral district, if on the closing date of nominations and anytime up to and including the date of the election:
- (a) 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;
 - (b) 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;
 - (c) the member is not in default in completing and returning any form required by CCO;
 - (d) the member is not the subject of any disciplinary or incapacity proceeding
 - (e) a finding of professional misconduct, incompetence or incapacity has not been made against the member in the preceding six years;
 - (f) the member has not resigned from a position on Council, before completing their term, within the last three years and four months.
 - (g) the member does not have an outstanding code of conduct matter with the College.
 - (h) the member is not, and has not been in preceding three years, 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, the CCEC of the FCC, CCRF or CNAC;
 - (i) the member is not, and has not been in the preceding three years, 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;
 - (j) the member has not been disqualified from the Council or a committee of the Council in the previous six years;
 - (k) the member is not a member of the Council or of a committee of the College of any other health profession;

- (l) the member has not been a member of the staff of CCO at any time within the preceding three years;
 - (m) for District 7 only, the member is a member of the faculty of an accredited educational institution; and
 - (n) for any district other than District 7, the member is not eligible for election in District 7, and has not been eligible for election in District 7 in the preceding three years.
- 6.10 The registrar shall supervise the nomination of candidates.
- 6.11 No later than 50 days before the date of an election, the registrar shall notify every member eligible to vote of the date, time and place of the election and of the nomination procedure.
- 6.12 The nomination of a candidate for election as a member of Council, and undertaking to the CCO Registrar shall be in writing and shall be given to the registrar at least 35 days before the date of the election (i.e., the nomination date).
- 6.13 The nomination shall be signed by the candidate and by at least 10 members who support the nomination and who are eligible to vote in the electoral district in which the election is to be held.
- 6.14 The candidate shall provide to the registrar by the nomination date or such later date as the registrar permits, biographical information in a manner acceptable to the registrar including content that is suitable for CCO's public interest mandate, for the purpose of distribution to eligible members in accordance with the by-laws.
- 6.15 The candidate may withdraw his or her nomination for election to Council no later than 25 days before the date of the election.
- 6.16 If the number of candidates nominated for an electoral district is less than or equal to the number of members to be elected, the registrar shall declare the candidates to be elected by acclamation.
- 6.17 The registrar shall supervise and administer the election of candidates and, for the purpose of carrying out that duty, the registrar may, subject to the by-laws,
- (a) appoint returning officers and scrutineers;
 - (b) establish a deadline for the receiving of electronic ballots;

- (c) provide for the notification of all candidates and members of the results of the election;
 - (d) if there has been a non-compliance with a nomination or election requirement, determine whether the non-compliance should be waived in circumstances where the fairness of the election will not be affected; and
 - (e) provide for the destruction of electronic ballots following an election.
- 6.18 No later than 10 days before the date of an election, the registrar shall send electronically, or any other medium as determined by Council, to every member eligible to vote in an electoral district in which an election is to take place, a list of the candidates, the candidates' biographical information if provided, an explanation of the voting procedure, and electronic access to a ballot for voting.
- 6.19 Voting for elections of member to Council shall be by electronic method or any other medium as determined by Council.
- 6.20 The instruction for voting shall contain the following:
- a) a member may cast as many votes on a ballot in an election of members to the Council as there are members to be elected to Council from the electoral district in which the member is eligible to vote;
 - b) a member shall not cast more than one vote for any one candidate;
 - c) a member shall clearly indicate the voter's choice in one of the appropriate places on the electronic ballot to indicate the voter's choice;
 - d) the electronic vote shall be received by 4 pm on the date indicated in the notice of election and voting guide; and
 - e) the electronic vote will not be counted in the election unless it has been received in accordance with the instructions for voting.
- 6.21 On the date of the election, the registrar or his/her agent shall tally the votes for each candidate in each electoral district with a contested election.
- 6.22 The counting of the electronic votes shall be conducted so that no person knows for whom any member voted.

- 6.23 Candidates or their representatives may be present when the electronic votes are counted.
- 6.24 If there is a tie in an election of members to the Council, the registrar shall break the tie by lot.
- 6.25 A candidate may require a recount by giving a written request and deposition the sum or \$150 with the registrar no more than 15 days after the date of an election.
- 6.26 The registrar shall hold the recount no more than 10 days after receiving the request.
- 6.27 If the recount changes the election result, the full amount of the deposit shall be refunded to the candidate. If the recount does not change the election result, CCO will keep the deposit to partially offset recount costs, including staff time.
- 6.28 When there is an interruption of communications during a nomination or election, the registrar shall extend the holding of nominations and election for such minimum period of time as the registrar considers necessary to compensate for the interruption.
- 6.29 The Council shall disqualify an elected member from sitting on Council if the elected member:
- (a) is subject of any disciplinary or incapacity proceeding;
 - (b) is found to have committed an act of professional misconduct or is found to be incompetent by a panel of the Discipline Committee;
 - (c) is found to be an incapacitated member by a panel of the Fitness to Practice Committee;
 - (d) fails to attend two consecutive meetings of the Council or of a committee or of a subcommittee in which he/she is a member, without reasonable cause in the opinion of Council;
 - (e) fails to attend a hearing or review of a panel for which he/she has been selected, without reasonable cause in the opinion of Council;
 - (f) becomes 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 Accreditation Standards and Policies Committee or the CCEC of the FCC;

- (g) in the case of a Council member from District 7, ceases to be a member of the faculty of CMCC;
 - (h) becomes an officer, director or administrator of any chiropractic educational institution, including but not limited to CMCC and UQTR;
 - (i) becomes a member of the Council or a committee of the College of any other health profession;
 - (j) breaches the conflict of interest provision(s) for members of Council and committees, in the opinion of the Council after giving notice to the member of the concern and giving the member an opportunity to respond to the concern;
 - (k) fails to discharge properly or honestly any office to which he/she has been elected or appointed or engages in conduct unbecoming of a Council member, in the opinion of the Council, after being given notice of the concern and an opportunity to respond;
 - (l) becomes in default of payment of any fees prescribed by by-law or any fine or order for costs imposed by a CCO committee or court of law;
 - (m) becomes in default of completing and returning any form required by CCO; or
 - (n) with the exception of District 7 (Academic), becomes a member of the faculty of an accredited educational institution.
- 6.30 A council member shall resign from Council prior to applying for any CCO staff position.
- 6.31 The seat of an elected Council member shall be deemed to be vacant upon the death, resignation or disqualification of the Council member.
- 6.32 If the seat of an elected council member becomes vacant in an electoral district no more than 12 months before the expiry of the member's term of office, the Council may,
- (a) leave a seat vacant;
 - (b) appoint as an elected member the candidate, if any, who had the most votes of all the unsuccessful candidates in the last election of council members for that electoral district; or

- (c) direct the registrar to hold an election in accordance with this by-law for that electoral district.
- 6.33 If the seat of an elected council member becomes vacant in an electoral district more than 12 months before the expiry of the member's term of office, the registrar shall hold an election in accordance with this by-law for that electoral district.
- 6.34 The term of a member appointed under By-law 6.32(b) or elected in an election under By-law 6.32(c) shall continue until the time the former council member's term would have expired.
- 6.35 Despite By-law 6.32, 6.33, and 6.34, where vacancy would result in the Council not being properly constituted, the Council (in anticipation of the event before it is not properly constituted) or the Executive Committee (after the Council is not properly constituted) may appoint as an elected member for that district an eligible member in that electoral district, where feasible. The appointed member shall serve until the vacancy can otherwise be filled for that district. When temporarily filling the vacancy in this way, the Council or the Executive Committee shall:
- (a) solicit interest from eligible members where feasible¹,
- (b) take into account the criteria set out in By-law 12.5,
- (c) require the prospective appointed member to sign an undertaking to not seek or accept a nomination in the next election for the electoral district before the appointment becomes final².
- 6.36 If, within 90 days from the date of the election, the Council is of the opinion that there is a reasonable ground for doubt or dispute as to the validity of the election of any member of Council, the Council shall hold an inquiry and decide whether the election of the member is valid and, if an election is found to be invalid, the Council shall direct another election to be held.
- 6.37 The election in District 1 in 2020 shall be for approximately a one-year term commencing with the first regular meeting of Council immediately following the election.

¹ There may not be sufficient time to solicit interest in every case and Council should be reconstituted as soon as possible.

² This is intended to preserve the neutrality of the process. Where a person intends to run in the next election, they would receive a distinct advantage in being appointed to fill the vacancy until the election is held.

- 6.38 Where insufficient candidates are nominated for a district by the close of nominations, the Council may nominate a member even though the member does not have his/her primary practice and is not engaged in the practice of chiropractic in the district, and for District 7, is not a member of the faculty of the CMCC.

BY-LAW 7: ELECTIONS (WITHIN COUNCIL)

Approved by Council: February 24, 2001

Amended: September 24, 2009, September 17, 2015, June 19, 2019 (came into effect September 13, 2019), September 4, 2020 (came into effect November 26, 2020), November 25, 2021 (came into effect February 25, 2022)

- 7.1 An elected member of the Council is eligible:
- (a) to vote for elections within Council;
 - (b) for election to the position of president, vice-president or treasurer; and
 - (c) for election to the position of chair or member of a statutory or non-statutory committee;
- if the member is eligible for election to Council as of that date.
- 7.2 An appointed member of the Council is eligible:
- (a) to vote for elections within Council;
 - (b) for election to the position of president, vice-president or treasurer; and
 - (c) for election to the position of chair or member of a statutory or non-statutory committee.
- 7.3 The Council shall at the first meeting of Council following the general election, or as soon thereafter as practicable, elect a president, vice-president and treasurer to hold office until the first meeting of Council following the general election in the subsequent year, and if an election is not so held, the president, vice-president and treasurer for the preceding year shall continue in office until their successors are elected.
- 7.4 The election of the president, vice-president and treasurer shall be by secret ballot using generally accepted democratic procedures, and where more than two council members are nominated, the nominee who receives the lowest number of votes on each ballot shall be deleted from the nomination unless one nominee receives a majority of the votes cast on the ballot, and this procedure shall be followed until one nominee receives a majority of the votes cast.
- 7.5 Each member of Council has one vote with respect to each of the offices of president, vice-president and treasurer.

- 7.6 The president is the chief officer of CCO and the vice-president shall assist the president in the discharge of his/her duties.
- 7.7 The president, vice-president or treasurer, may be removed from office by a two-thirds vote of the Council at a special meeting called for that purpose, and the Council may elect a new president, vice-president or treasurer from its members to hold office for the remainder of the year.
- 7.8 The office of president, vice-president or treasurer becomes vacant if the holder of the office dies, resigns or stops being a council member.
- 7.9 If the office of the president becomes vacant, the vice-president shall become the president for the unexpired term of the office and the office of vice-president thereby becomes vacant.
- 7.10 The Council shall fill any vacancy in the office of vice-president or treasurer using the procedures in By-law 7.4 at a special meeting which the president shall call for that purpose as soon as practicable after the vacancy occurs.
- 7.11 The president of the Council shall be the chair of the Executive Committee.
- 7.12 The Council shall at the first meeting of Council following the general election, or as soon thereafter as is practicable, elect the chairs and members of all statutory and non-statutory committees of CCO. If such elections are not so held, the chairs and members of the committees for the preceding year shall continue until their successors are elected.
- 7.13 The election of chairs and members of statutory and non-statutory committees shall be by secret ballot using generally accepted democratic procedures, and where more individuals are nominated than available positions, the nominee who receives the lowest number of votes on each ballot shall be deleted from nomination and this procedures shall be repeated until each nominee receives a majority of the votes cast.
- 7.14 Following the election of a particular committee, a member of that committee shall be elected as chair. Each member of Council has one vote with respect to the position of chairs of all statutory and non-statutory committees.
- 7.15 The chair of any statutory or non-statutory committee may be filled by an elected or appointed member of Council but not by a non-council member of CCO.

- 7.16 A chair or committee member of a statutory or non-statutory committee may be removed from office by a two-thirds vote of the Council, with or without cause, at a special meeting called for that purpose, and the Council may elect a new chair to hold the position for the remainder of the year.
- 7.17 The position of chair of a statutory or non-statutory committee becomes vacant if the holder of the position dies, resigns or stops being a Council member.
- 7.18 If the position of chair or committee member of a statutory or non-statutory committee becomes vacant, the Executive Committee shall appoint a chair or committee member for the unexpired term of the position.
- 7.19 The duties and powers of the Council include:
- (a) administering the *RHPA*, *Chiropractic Act* and the regulations and by-laws under those acts;
 - (b) reviewing the activities of statutory and non-statutory committees of the Council and requiring committees to provide reports and information to the Council;
 - (c) requiring statutory and non-statutory committees of the Council to do anything that, in the opinion of the Council, is necessary or advisable to carry out the intent of the *RHPA*, *Chiropractic Act*, and the regulations under those acts;
 - (d) finalizing and proposing amendments to regulations and by-laws under the *RHPA* or the *Chiropractic Act*.
- 7.20 The duties and powers of the president of the Council include:
- (a) facilitating the activities of CCO;
 - (b) chairing meetings of Council;
 - (c) chairing meetings of the Executive Committee;
 - (d) participating in the preparation of agendas of the meetings of Council and meetings of the Executive Committee;
 - (e) supervising the arrangements for the annual meeting;
 - (f) taking all reasonable steps to ensure that directions of the Council and the Executive Committee are implemented;

- (g) ensuring CCO is represented at all appropriate meetings;
 - (h) presenting an Executive report at each Council meeting;
 - (i) acting as a liaison between CCO and other professional organizations as appropriate; and
 - (j) performing all acts and deeds pertaining to his/her office and such other acts and deeds as may be decided by Council.
- 7.21 The president, while chairing a Council meeting or Executive Committee meeting, votes only to break a tie.
- 7.22 The president of Council shall be eligible for election to a maximum of two consecutive one-year terms in the presidency.
- 7.23 The duties and powers of the vice-president include:
- (a) assuming the role of president in the absence of the president or when appointed to do so by the president; and
 - (b) performing all acts and deeds pertaining to his/her office and such other acts and deeds as may be decided by Council.
- 7.24 The vice-president shall be eligible for election to a maximum of two consecutive one-year terms in the vice-presidency.
- 7.25 The duties and powers of the treasurer of the Council include:
- (a) overseeing all matters relating to the financial affairs of CCO; and
 - (b) performing all acts and deeds pertaining to his/her office and such other acts and deeds as may be decided by Council.
- 7.26 The treasurer shall be eligible for election to a maximum of two consecutive one-year terms in the office.
- 7.27 The duties and powers of the secretary of the Council include:
- (a) keeping a record of matters that the Council has referred to the committees;
 - (b) having custody and care of the records and documents of the Council;

- (c) giving or causing to be given notice of all council meetings and statutory and non-statutory committees; and
 - (d) performing all acts and deeds pertaining to his/her office and such other acts and deeds as may be decided by Council.
- 7.28 The agendas for the meetings of Council shall be prepared by the Executive Committee in collaboration with the registrar and shall include a period during which council members may raise for discussion topics relevant to the affairs of CCO for possible inclusion in future agendas.
- 7.29 The registrar shall be the secretary of the Council.
- 7.30 The duties and powers of the chairs of each committee shall include:
- (a) facilitating the activities of the committee and reporting to Council;
 - (b) chairing meetings of the committee;
 - (c) participating in the preparation of agendas of the meetings of the committee;
 - (d) taking all reasonable steps to ensure that directions of the committee are implemented;
 - (e) acting as a liaison between the Council or Executive Committee and the committee;
 - (f) reporting to the Executive Committee upon reasonable request by the Executive;
 - (g) reporting in writing to the Council at the meetings of Council on the activities of the committee for the preceding year;
 - (h) preparing a work plan for the subsequent year, which includes all budgetary requirements for the committee, by November 1 of each and every year, or by such other time as directed by Council;
 - (i) ensuring the activities of the committee are conducted in a fiscally responsible manner within approved budgetary restraints; and
 - (j) performing all acts and deeds pertaining to his/her office and such other acts and deeds as may be decided by Council.

- 7.31 The chair of every statutory and non-statutory committee shall be eligible for election to a maximum of two consecutive one-year terms.

BY-LAW 9: REMUNERATION

Approved by Council: February 24, 2001

Amended: September 24, 2009, June 24, 2011, September 17, 2015, September 4, 2020 (came into effect November 26, 2020), November 25, 2021 (came into effect February 25, 2022)

- 9.1 The per diems and reasonable expenses paid by CCO to committee members are intended to partially off-set the cost of a contribution to the profession of chiropractic rather than to pay for services rendered or to compensate for lost income or the opportunity to earn income. “Committee members” means elected council members and non-council members of statutory and non-statutory committees.

- 9.2 Subject to other direction by Council, the president of the Council will receive an annual honorarium of thirty-five thousand dollars (\$35,000) payable no later than one year after the date the president takes office. In the event the president’s tenure is less than one year, the president will receive a pro-rated amount determined by the length of the president’s tenure.

- 9.3 Committee members are entitled to the remuneration outlined in the chart below:

Description	Allowable Claim effective September 24, 2009
1 Committee members; full-day meeting or hearing; meeting in excess of three hours	Attendance per diem: \$400 Preparation per diem: Chairs: \$350 Others: \$200
2 Committee members; meeting or hearing lasting less than three hours	One-half attendance per diem: \$200 One-half preparation per diem: Chairs: \$175 Others: \$100
3 Conference call meetings: applicable full or one-half day attendance and preparation per diem and reasonable expenses (e.g., long distance charges, as outlined in CCO Internal Policy I-012)	

Description	Allowable Claim effective September 24, 2009
4 Travel time of more than three hours (round trip) for all committee members	Travel per diem: \$300
5 Travel time of more than one hour and less than three hours (round trip) for all committee members	One-half travel per diem: \$150

- 9.4 By-law 9.3, as it relates to payment of per diems and reasonable expenses, applies to Discipline Committee and Fitness to Practise Committee members who perform duties, such as conducting pre-hearing conferences or hearing pre-hearing motions.
- 9.5 A member who is the principal author of a Discipline, Inquiries, Complaints and Reports or Fitness to Practise Committee decision may charge one attendance per diem for at least three accumulated hours of work to a maximum of three per diems, but no preparation per diem, travel per diem or meal expenses.
- 9.6 The following conditions apply to the remuneration entitlement of committee members:

Per Diems and Reasonable Expenses

Committee members may claim for a full day attendance per diem when a meeting or hearing is in excess of three hours.

Committee members may claim for a half day attendance per diem when a meeting or hearing is in excess of one hour but is not in excess of three hours.

In extenuating circumstances, and subject to the approval of the Executive Committee, two attendance per diems may be claimed for one calendar day. Extenuating circumstances include committee members being called to an emergency meeting with less than 48 hours notice which requires them to forfeit office time.

Attendance for Full Duration of Scheduled Meeting

In order to be eligible for the appropriate attendance per diem, a council or committee shall attend the full duration of the scheduled meeting. If extenuating circumstances apply which necessitate leaving a meeting earlier than the scheduled end time, the council or committee member shall communicate this in writing to the Chair of the meeting.

Reasonable expenses, as outlined in CCO Internal Policy I-012, and attendance per diems may be claimed to attend conferences, educational sessions, speaking engagements or other functions directly related to CCO business provided prior approval is obtained from the Executive Committee.

Cancellation of Meetings/Hearings

A one-half attendance per diem may be claimed in the event of the cancellation or adjournment of an official meeting without one week's advance notice being given, subject to the discretion of the Executive Committee:

- (a) A full attendance per diem but no travel per diem or meal expenses may be claimed in the event of the cancellation or adjournment of a Discipline or Fitness to Practise hearing, without four weeks advance notice being given, provided that the committee member was required, as a result of the scheduled hearing, to make alternate office arrangements in order to be available for the hearing. Unless the committee member ordinarily has office time on Saturdays or Sundays, no per diem will be permitted for the cancellation or adjournment of hearings scheduled on Saturdays or Sundays.
- (b) A full attendance per diem including a travel per diem and meal expenses may be claimed in the event a Discipline or Fitness to Practise Committee member attends what he/she anticipates to be a full day hearing even if the hearing is disposed of prior to the expiration of three hours, provided the committee member was required as a result of the scheduled hearing to make alternate office arrangements in order to be available for a full day hearing.

Conference Calls

Committees are encouraged to conduct meetings wherever possible and practicable by conference call; committee members will receive the appropriate attendance and preparation per diems and reasonable expenses for such meetings and payment of long-distance charges but will not receive a travel per diem.

Preparation Time

Preparation time may only be claimed if preparation is in fact required for the meeting/event/hearing being attended.

- 9.7 At the discretion of Council, this by-law 9 applies to Non-Chiropractic Committee Members with necessary modifications.

BY-LAW 11: COMMITTEE COMPOSITION

Approved by Council: February 24, 2001

Amended: September 24, 2009, November 30, 2012, September 17, 2015, June 19, 2019 (came into effect September 13, 2019), August 14, 2020 (came into effect September 4, 2020), November 25, 2021 (came into effect February 25, 2022)

- 11.1 The Executive Committee, inclusive of the president, vice-president and treasurer, shall be composed of the following:
- (a) Four members of Council who are members of CCO;
 - (b) Three members of Council who are appointed by the Lieutenant Governor in Council;
- 11.2 The president of the Council shall be the chair of the Executive Committee.
- 11.3 The Registration Committee shall be composed of:
- (a) two members of Council who are members of CCO; and
 - (b) two members of Councils appointed to the Council by the Lieutenant Governor in Council.
- 11.4 The Inquiries, Complaints and Reports Committee shall be composed of:
- (a) two members of Council who are members of CCO;
 - (b) two members of Council appointed to Council by the Lieutenant Governor in Council; and
 - (c) one member of CCO who is not a member of Council.
- 11.5 The Discipline Committee shall be composed of:
- (a) every member of Council; and
 - (b) up to three members of CCO who are not members of Council.
- 11.6 The Fitness to Practise Committee shall be composed of every member of Council.

- 11.7 The Quality Assurance Committee shall be composed of:
- (a) two members of Council who are member of CCO;
 - (b) two members of Council appointed to Council by the Lieutenant Governor in Council; and
 - (c) one member of CCO who is not a member of Council.
- 11.8 The Patient Relations Committee shall be composed of:
- (a) one member of Council who is a members of CCO;
 - (b) two members of Council appointed to Council by the Lieutenant Governor in Council; and
 - (c) two members of CCO who are not members of Council.
- 11.9 Council may, by resolution, establish non-statutory committees. For each non-statutory committee, Council shall specify in the resolution the duties and responsibilities of the committee, its composition and its termination date or event.
- 11.10 A committee is still properly constituted if it has vacancies so long as a quorum remains. Unless otherwise specified by the Code, three members of a committee constitute quorum.
- 11.11 By-laws 8.18 to 8.21 (electronic meetings) applies to committee meetings.
- 11.12 In By-law 11, despite the use of a definite number of committee members in any category, Council may appoint additional committee members in any category, except for the Executive Committee or the Discipline Committee.
- 11.13 In By-law 11, despite the use of a definite number of committee members in any category, Council may appoint alternative committee members in any category. An alternative committee member may attend meetings and participate in discussions but shall not vote unless a full committee member in the same category as the alternative is unable to participate in the matter, including if he/she has a conflict of interest.
- 11.14 Despite any other provision of this By-Law 11, the Council may also appoint one or more Non-Chiropractic Committee Members to any committee other than the Executive Committee.

BY-LAW 12: APPOINTMENT OF NON-COUNCIL MEMBERS

Approved by Council: February 24, 2001

Amended: September 24, 2009, September 17, 2015, February 23, 2016,

February 28, 2017, June 19, 2019 (came into effect September 13, 2019), September 4, 2020 (came into effect November 26, 2020), January 20, 2023 (came into effect January 20, 2023)

- 12.1 This by-law applies with respect to the appointment of members who are not members of the Council to a committee of CCO.
- 12.2 The Council shall appoint members to committees in the numbers prescribed by By-law 11.
- 12.3 The Council shall make the appointments at the first regular council meeting after each regular council election or as soon thereafter as is practicable.
- 12.4 The Council may make appointments from time to time to fill any vacancy created by the disqualification, death or resignation of a member appointed under this by-law.
- 12.5 In making the appointments, the Council shall take into account location and type of practice, experience, professional qualifications and skills, and other qualifications and characteristics of members to complement the attributes of members of the committees who are members of Council.
- 12.6 The term of office of a committee member who is not a member of the Council is approximately one year starting on the date the appointment is made, except where an appointment is made to fill a vacancy in which the person appointed shall complete the term of the previous appointee.
- 12.7 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.
- 12.8 A non-council member who has served on CCO committee (s) for nine consecutive years is not eligible to be re-appointed to any CCO committee until at least three years have passed since the member last served on a CCO Committee.
- 12.9 A member is eligible for appointment to a committee if, on the date of the appointment:

- (a) The member has his/her primary practice of chiropractic located in Ontario, or if the member is not engaged in the practice of chiropractic, has his/her primary residence located in Ontario;
- (b) the member is not 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;
- (c) the member is not in default in completing and returning any form required by CCO;
- (d) the member is not subject of any disciplinary or incapacity proceeding;
- (e) a finding of professional misconduct, incompetence or incapacity has not been made against the member in the preceding six years;
- (e.1) the member has not resigned from a position on Council, before completing their term, within the last three years and four months.
- (f) the member is not 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 Accreditation Standards and Policies Committee or the CCEC of the FCC.
- (g) the member is not an officer, director or administrator of any chiropractic educational institution, including but not limited to CMCC or UQTR;
- (h) the member has not been disqualified from the Council or a committee of the Council in the previous six years;
- (i) the member is not a member of Council or of a committee of the College of any other health profession; and
- (j) the member has not been a member of CCO's staff at any time within the preceding three years.

12.10 The Council shall disqualify a member appointed to a committee from sitting on the committee if the member:

- (a) is the subject of any disciplinary or incapacity proceeding;
- (b) is found to have committed an act of professional misconduct or is found to be incompetent by a panel of the Discipline Committee;

- (c) is found to be an incapacitated member by a panel of the Fitness to Practice Committee;
 - (d) fails to attend two consecutive meetings of the committee or of a subcommittee in which he/she is a member, without reasonable cause in the opinion of Council;
 - (e) fails to attend a hearing or review of a panel for which he/she has been selected; without reasonable cause in the opinion of the Council;
 - (f) becomes 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 Accreditation Standards and Policies Committee or the CCEC of the FCC;
 - (g) becomes an officer, director or administrator of any chiropractic educational institution, including but not limited to CMCC or UQTR;
 - (h) becomes a member of the Council of CCO or a committee of any other health profession;
 - (i) breaches the conflict of interest provision(s) for members of Council and committees, in the opinion of the Council after giving notice to the member of the concern and giving the member an opportunity to respond to the concern;
 - (j) fails to discharge properly or honestly any office to which he/she has been appointed or engages in conduct unbecoming of a committee member, in the opinion of the Council after giving notice to the member of the concern and giving the member an opportunity to respond to the concern,;
 - (k) becomes in default of payment of any fees prescribed by by-law or any fine or order for costs imposed by the Discipline Committee;
 - (l) becomes in default of completing and returning any form required by CCO; or
- 12.11 A non-council committee member shall resign from a committee prior to applying for any CCO staff position.
- 12.12 A member who is disqualified under this by-law from sitting on a committee ceases to be a member of the committee.

BY-LAW 18: APPOINTMENT OF NON-CHIROPRACTIC COMMITTEE MEMBERS

Approved by Council: November 25, 2021 (came into effect February 25, 2022)

- 18.1 An individual is eligible for appointment to a committee as a Non-Chiropractic Committee Member if, on the date of the appointment:
- (a) The individual resides in Ontario;
 - (b) The individual has not been disqualified from serving on Council or a committee within the six years immediately preceding the appointment;
 - (c) The individual has never been a Member;
 - (d) The individual does not have a conflict of interest in respect of the committee to which they are to be appointed; and
 - (e) The individual would not be disqualified from serving as a Non-Council Member if the individual were a Member.
- 18.2 The Council may remove or disqualify a Non-Chiropractic Committee Member from a committee with or without cause.

ITEM 6.7

Policy P-011: Conflict of Interest for Council and Non-Council Committee Members

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CONFLICT OF INTEREST FOR COUNCIL AND NON-COUNCIL COMMITTEE MEMBERS

Policy P-011

Executive Committee

Approved by Council: February 18, 1995

Amended: November 15, 1996, November 26, 2004, September 11, 2007,

June 16, 2016, November 29, 2018

Note to Readers: In the event of any inconsistency between this document and the legislation that affects chiropractic practice, the legislation governs.

INTENT

To determine and define circumstances in which a potential and/or appearance of conflict of interest or appearance of bias (“conflict of interest”) may exist or arise for a CCO Council or a CCO non-council committee member so the council or non-council committee member may declare the conflict and Council or a CCO committee can take appropriate action.

DESCRIPTION OF POLICY

A conflict of interest arises when a relationship or activity is reasonably seen as influencing a council or non-council committee member’s ability to make a decision solely in the public interest and/or consistent with the objectives of CCO.

Reporting and Responding to a Potential Conflict of Interest

Where a Council member or non-council committee member has a potential conflict of interest in a matter coming before Council or a committee, the member shall declare the conflict prior to the matter being considered by Council or the committee. Council or the committee will analyse the potential conflict of interest, without that member present.

If Council or a committee determines that the member has a conflict of interest or appearance of conflict of interest on the matter, the member shall not participate in activity, the discussion of the matter, nor vote on the matter, and if the particular meeting is not open to the public, the member with the conflict shall leave the room both during the discussion and vote on the matter.

A member of the Inquiries, Complaints and Reports, Registration, Discipline and/or Fitness to Practise Committees who finds himself/herself faced with a conflict of interest shall disclose the situation to the committee for decision and, in the case of the Discipline Committee, the disclosure will also be made to both counsel. The decision as to whether the member is in a conflict situation will be determined by the committee as a whole. An elected or appointed member of Council or non-Council committee member who becomes aware of any unreported potential conflict of interest shall immediately advise the President and Registrar, or if the potential breach involves the President, advise the Vice President and Registrar

Reporting of Conflict in Minutes

The minutes of every meeting or hearing where a conflict of interest or a potential conflict of interest has been disclosed shall record the information.

Conflicts of Interest Arising from Position on Council or Committee(s)

It is considered a conflict of interest for a Council member or non-Council Committee member to use his/her position on Council or a committee to:

- further or promote any activity, service or product in which the member of Council or a committee (or any member of his/her immediate family, employer or affiliated organization) has a financial interest;
- obtain, by virtue of his/her position on Council or a committee, any benefit, privilege, money, appointment, employment or any other personal gain¹;
- be employed (either full-time or part-time) by any chiropractic association/society, other health profession council or association, or other organization that may be in conflict with the mandate of CCO (this excludes a teaching position at any chiropractic educational institution or the facilitation/presentation of a seminar, conference or workshop for which a per diem and/or expenses will be paid);
- campaign publicly for or on behalf of any person, other than himself/herself:
 - o in any election to CCO Council; or
 - o in any other political election in Ontario.

(e.g., it would be inappropriate for a candidate to use election material which includes comments such as “endorsed by Dr. X, CCO Committee Chair,” etc.);

- receive information as a Council member or non-council committee member which is, in turn, used for a personal benefit;
- evaluate or take part in an evaluation of staff members when the Council member or non-council committee member has a personal or professional relationship with the staff member outside the office; or
- makes threats or promises or agreements related to his/her position on Council.

Conflicts of Interest Arising from Affiliations with other Organizations

A conflict of interest may arise where a council or non-council committee member, a close relative or friend or another close entity has a role or interest in an organization that may be in

¹ Excluding a CCO per diem and reimbursement of expenses.

conflict with CCO's mandate, such as a chiropractic organization, society or specialty group, another health profession council or association, or government ("affiliated organization").

It is considered a potential conflict of interest for a council member or non-council committee member to:

- be an employee, officer or director of any affiliated organization, as identified in By-law 6.9;
- have an interest in a specific issue before CCO that is related to an affiliated organization;
- receive or use confidential information relevant to CCO from his/her role at an affiliated organization; or
- receive or use confidential information relevant to an affiliated organization from his/her role at CCO;

Conflicts of Interest Arising from Other Activities

A conflict of interest may arise where a council member or non-council committee member engages in an activity or is approached by an affiliated organization to engage in an activity that may be in conflict with CCO's mandate.

It is considered a potential conflict of interest for a council member or non-council committee member to:

- give a presentation or participate in a working group or task force for an affiliated organization;
- communicate with an affiliated organization on matters related to CCO, without the authorization of CCO;
- communicate to the public, including on social media
 - on matters or opinions related to CCO without the authorization of CCO, or
 - messages inconsistent with CCO's mandate; or
- engage in legal proceedings against CCO.

Conflicts of Interest Involving Inquiries, Complaints and Reports Process

Where a Council member or non-council committee member or anyone associated in an official capacity with CCO:

- has an official complaint registered against him/her,

- that complaint has been validated by the Inquiries, Complaints and Reports Committee as being within the jurisdiction of CCO, and
- the complaint has been referred by the Inquiries, Complaints and Reports Committee to either the Discipline or Fitness to Practise Committees,

that Council member or non-council committee member shall be considered to be in a conflict of interest and shall not be active on Council or any committee until such time as the complaint has been disposed of. Should this occur, the Council member or non-council committee member has the right to an expeditious process.

Conflicts of Interest Involving Investigations, Assessments or Hearings of Related Members

A Council member or non-council committee member shall not participate in the investigation, assessment or hearing of a member to whom the member is related by blood, marriage, adoption, or who is a partner or associate of the member being investigated, or who is engaged in a relationship or strong friendship with the member being investigated, which might reasonably impair the member's objectivity.

If a Council member or non-council committee member has a professional or personal connection to a member or issue under investigation or before a discipline or fitness to practise panel, including a connection on social media, the Council or non-council committee member shall disclose this connection to the committee for a determination of a real or perceived conflict of interest and, in the case of the Discipline Committee, the disclosure will also be made to both counsel.

A connection on social media includes but is not limited to: being a friend, following or being followed by the member, and belonging to the same social media group as the member. The committee will then consider this conflict in accordance with the "Reporting and Responding to a Potential Conflict of Interest" section of this policy.

Conclusion

The reputation and high standards of the Council must be protected. Therefore, members of Council will avoid and/or report to Council any situation that could lead to a real or apparent conflict of interest which exists or may arise.

MEETING GUIDELINES



CCO Internal Policy: I-001

Executive Committee

Approved by Council: May 24, 1996

Amended: November 15, 1996, August 16, 1997

Re-Affirmed: September 15, 2018

Amended: November 26, 2020 (Came into Effect February 26, 2021)

INTENT

To clarify claiming of per diems and expenses and to ensure that all claims are considered/reviewed fairly and equally.

POLICY

Whenever possible, the following procedures are to be followed regarding CCO meetings.

PROCEDURES

Definition of a "Meeting"

A meeting of a statutory or non-statutory committee of the whole to conduct the affairs of the CCO held at the CCO (or in some rare instances, at another location). The meeting must have an Agenda and Minutes (filed with the Registrar).

A meeting of two or more member of a Committee to complete a task or prepare a report etc., will also be considered for remuneration, however, the meeting must have an Agenda and Minutes (filed with the Registrar) and be directly related to a task or direction given in the Minutes of a meeting of the Committee of the whole.

Conference calls, and electronic meetings held through video conferencing, shall also meet the above criteria to be considered for remuneration.

Meetings with Staff

When a Committee Chair needs to meet with a member or members of the staff at the CCO office, the following conditions shall apply (both for the purposes of remuneration and for scheduling of time etc.):

- the meeting shall be arranged in advance with the Registrar;
- the meeting must be directly related to the affairs of the College and/or a task direction given in the Minutes of the Committee of the whole;
- the meeting must have an Agenda and Minutes (filed with the Registrar); and

- any other meeting with staff (committee member) shall be arranged through the Committee Chair and follow the above guidelines.

Duration of Meetings

Whenever possible, all business of the College will be conducted during regular business hours, Monday through Friday, 8 am to 5 pm.

There should be reasonableness in claiming half per-diems for meetings of less than three hours duration.

Time spent may be prorated on an hourly basis up to the three hour period for half claims etc. For example, a one and a half hour meeting should be held and added to another short duration meeting (i.e., another one hour meeting) before the half per diem claim is submitted.

Similarly, all conference calls, and electronic meeting held through video conferencing, and other brief "payable periods" should be accumulated until a reasonable per diem claim is submitted.

Preparation Time

It is intended to be claimed for time spent in preparation for meetings (reviewing all documents for the meeting, preparing position papers, reports, agendas etc.).

Staff Support for Committee Work (Agendas, Reports, Minutes, Research, Information, etc.)

When a Committee requires staff support:

- the request shall be made by the Committee Chair, through the Registrar;
- the request must be presented well in advance, in a legible format; and
- information on what is required and accompanying documents or outlines should also be submitted to assist the staff in completing the work required.

PROCEDURES FOR ATTENDING EVENTS/FUNCTIONS

CCO Internal Policy: I-009

Executive Committee

Approved by Council: February 19, 2008

Re-affirmed: September 15, 2018

INTENT

To provide clarification to council members and staff on approved practices for attending events and functions as representatives of CCO:

POLICY

Council members and staff of CCO are often invited as representatives of CCO to political fundraisers, charitable functions and other events. Selection of representatives shall be made in the following manner:

PROCEDURES**Selecting CCO Representatives**

The president and registrar have the discretion to approve how many and which council members and staff will attend a specific event/function.

Whenever possible:

- Where CCO is invited to attend an event or function, there shall be an equal representation among elected council members, public council members and staff. The number of representatives will be based on the presence required at the event/function.
- CCO representatives shall be invited to attend a specific event/function based on their knowledge base and special expertise as it relates to the event/function.
- where an event/function is relevant to a specific CCO committee and/or working group, representatives shall be invited to attend based on their participation as chair and/or member of that committee and/or working group.
- CCO representatives shall be invited to attend an event/function based on their geographical proximity to the event/function.

Expenses

Once approved, CCO shall reimburse the member for reasonable expenses in attending the event consistent with CCO's budget.

**PROCEDURES FOR ATTENDING
EDUCATIONAL SESSIONS/PROFESSIONAL
DEVELOPMENT PROGRAMS**

CCO Internal Policy: I-010

Executive Committee

Approved by Council: February 19, 2008

Re-affirmed: September 15, 2018

INTENT

To provide clarification to council members on approved practices for attending educational sessions/professional development programs related to their duties and responsibilities as council members of CCO:

POLICIES

Council members often attend educational sessions/professional development programs related to their duties and responsibilities as council members of CCO.

Where a council member wishes to attend such a program, the following procedures shall be followed:

PROCEDURES**Written Request**

The council member shall make a written request to the registrar describing the program he/she wishes to attend and why this program is directly related to his/her duties and responsibilities as a council member of CCO.

The president and registrar have the discretion to determine whether an educational session/professional development program is directly related to the council member's duties and responsibilities as a council member of CCO.

Report to Council/Committees

Following attendance at an educational session/professional development program, the council member shall report to Council and/or any relevant committee(s), written or orally as appropriate, what was taught at the program.

Expenses

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Once approved, CCO shall reimburse the member for reasonable expenses in attending the educational session/professional development program consistent with CCO's budget.

PROCEDURES FOR THE PEER AND PRACTICE ASSESSMENT OF COMMITTEE MEMBERS



CCO Internal Policy: I-011
Executive Committee
Approved by Council: December 11, 2008
Amended: September 15, 2018

Intent

To ensure that all CCO committee members have been peer and practice assessed. For the purpose of this policy, “committee members” means elected council members and non-council members of statutory and non-statutory committees, and “Peer and Practice Assessment” mean Peer and Practice Assessment 1.0, 2.0 and any future iterations of the peer and practice assessment program.

Policy

The Quality Assurance (QA) Committee of CCO developed the Peer and Practice Assessment Program to enhance members’ learning opportunities and ensure their compliance with CCO’s regulations, standards of practice, policies and guidelines.

Committee members are expected to have thorough knowledge of CCO’s regulations, standards of practice, policies and guidelines, as they are involved in the development of policy, review of complaints and adjudication of discipline hearings. For this reason, it is in the public interest that all committee members be peer and practice assessed in a timely manner.

Procedures

Committee members, who have not previously been peer and practice assessed, shall be assessed during the next cycle of peer and practice assessments following their election to Council or a committee.

Committee members who have not previously been peer and practice assessed shall sign an undertaking at the first council meeting following election to Council or a committee, or as soon thereafter as practicable, that they will volunteer to be assessed during the next cycle of peer and practice assessments.

REIMBURSEMENT OF REASONABLE EXPENSES AND PER DIEMS



**CCO Internal Policy I-012
Executive Committee**

Approved by Council: December 11, 2008

**Amended: September 24, 2009, September 21, 2010, September 22, 2011,
February 14, 2012, February 28, 2017, November 29, 2018, November 26, 2020
(came into effect February 26, 2021), September 10, 2021 (came into effect
November 25, 2021), September 9, 2022 (came into effect November 24, 2022)**

INTENT

To outline for CCO committee members CCO policies and procedures for the reimbursement of reasonable expenses directly relating to CCO business.

To clarify CCO's policies and procedures for submitting per diem and expense claims for committee members.

For the purpose of this policy:

- “committee members” means elected council members, non-council members of statutory and non-statutory committees, and peer assessors.
- “reasonable” includes the most economical means in terms of proximity and cost.

POLICY

Committee members are entitled to per diems and expenses in accordance with CCO By-law 9 and this policy. CCO expense reimbursement policies are consistent with current acceptable standards and will be reviewed and revised periodically.

CCO committee members may claim for reimbursement for reasonable expenses relating directly to CCO business. All claims for reimbursement for expenses shall be supported by receipts. Credit card vouchers will not be accepted as receipts for expenses without the backup description of items purchased.

Committee members are encouraged to seek documented approval from the Registrar or an Executive Officer, if they have any questions or concerns regarding reimbursement for reasonable expenses.

For the purpose of this policy, “public members” means CCO council members who are appointed by the Lieutenant Governor in Council. Public Members may be reimbursed for reasonable expenses directly related to CCO business only if these expenses are not reimbursed by the Ministry of Health. Public members will be reimbursed for these reasonable expenses consistent with the policies and procedures of the Ministry of Health.

Public members shall seek documented approval with rationale from the Registrar or an Executive Officer for any reasonable expenses directly related to CCO business that are not reimbursed by the Ministry of Health.

General and Miscellaneous Expenses

Committee member shall be reimbursed for miscellaneous reasonable expenses relating to CCO business (e.g., communication, accommodation, travel and meal expenses), as directed by Council and as supported by receipts.

Committee members shall not be reimbursed for the cost of entertainment (e.g. videos or pay movies), personal services (e.g., dry cleaning, personal grooming) or other expenses unrelated to CCO business.

Receipts shall be attached to the expense claim form.

Communication Expenses

Committee members shall be reimbursed for reasonable communication expenses, as directed by Council (e.g. long-distance charges, email and internet use during travel for CCO business) directly related to CCO business, as supported by receipts and other documentation.

Accommodation Expenses

Committee members who travel a distance of more than 30 kilometres to a meeting/event/hearing directly related to CCO business shall be reimbursed for reasonable hotel accommodations.

Committee members who travel a distance of less than 30 kilometres to a meeting/event/hearing directly related to CCO business may be reimbursed for reasonable hotel accommodation(s) on a specific occasion, only in the case of extenuating circumstances, or only following documented approval with rationale.

All committee members are strongly encouraged to choose accommodation for which favourable rates may be obtained and with all reasonable means to keep expenditures reasonable.

Travel Expenses

Committee members shall be reimbursed for reasonable expenses for transportation to and from meetings/events/hearings relating to CCO business.

When travelling in his/her own vehicle, committee members shall be reimbursed for mileage at a rate in accordance with the current Canadian Revenue Agency rate.

All committee members are strongly encouraged to book travel arrangements as far in advance as possible to obtain the most economical fares.

Reimbursement for reasonable expenses related to automobile rentals for attendance at CCO meetings are subject to approval. Any unforeseen, extraordinary expenses are to be reimbursed at the discretion of two of the Registrar and General Counsel, the President, Vice-President or Treasurer.

Meal Expenses

Reasonable meal expenses:

- shall be supported by receipts;
- shall not include reimbursement for alcoholic beverages;
- shall only be claimed if the attendance of the member was required at a meeting/event/hearing at which meals were not provided;

The maximum amount that may be expensed for each meal is as follows:

Breakfast:	\$25
Lunch:	\$35
Dinner:	\$50

A maximum of three meals may be claimed in one calendar day.

Committee members may only claim for reasonable meal expenses when travelling to and from a meeting/event/hearing directly related to CCO business when a committee member is required to travel from a location which is outside the boundary of the municipality or metropolitan area in which the meeting/event/hearing is convened. In the event of a meeting/event/hearing at the CCO office, the municipality or metropolitan area is the Greater Toronto Area.

PROCEDURES

Committee members shall comply with the following procedures when making claims for per diems and expenses.

Committee Members shall submit per diem and expenses claim statements using the form approved by CCO entitled “Meeting Per Diem and Expenses Claim Statement”.

Committee Members shall submit to CCO a completed Meeting Per Diem and Expenses Claim Statement no later than the earlier of 90 days after the meeting/event/hearing to which the claim is related, or 30 days following the year end of any given year. This includes claims for per diems associated with conference calls lasting less than one hour that are to be accumulated as outlined in By-law 9.

If a per diem and expenses claim statement is not received by CCO as described above, the committee member shall not be permitted to submit a claim and shall not receive a per diem and/or expenses for this particular meeting/event/hearing.

If there are extenuating circumstances related to a claim for reasonable expenses, committee members shall identify and provide an explanation for these extenuating circumstances on the “Meeting Per Diem and Expenses Claim Statement”.

If a claim for per diem or expenses is denied, a committee member may make written submissions to the registrar, within 30 days of the denial of the claim, outlining the reasons why he/she is entitled to the claim for per diem or reasonable expenses. All written appeals for per diem or expense claim received by the registrar shall be referred to the Executive Committee for review and decision.

COLLEGE OF CHIROPRACTORS OF ONTARIO
PER DIEM & EXPENSES CLAIM STATEMENT FOR ELECTED COUNCIL,
NON-COUNCIL MEMBERS AND COUNCIL APPOINTED MEMBERS^{1,2}

Name: _____

Meeting Attended: _____

Date of Meeting: _____

Duration of your attendance at Meeting: From: _____ AM/PM to: _____ AM/PM

Location: _____

PER DIEM

Per Diem (Attendance):

- Full Day (more than three hours): \$400 _____
- Half Day (less than three hours): \$200 _____

Per Diem (Preparation, if applicable):

- Full Day (chairs): \$350 _____
- Full Day (other committee members): \$200 _____
- Half Day (chairs): \$175 _____
- Half Day (other committee members): \$100 _____

Per Diem (Travel, if applicable):

- Full (travel time of more than three hours round trip): \$300 _____
- Half (travel time of more than one hour and less than three hours round trip): \$150 _____

If claiming travel per diem, please indicate your address of departure preceding the meeting, and address of arrival following the meeting.

Address of Departure: _____

Address of Arrival: _____

Total Per Diem (Taxable Amount): _____

¹ Please refer to By-law 9: Remuneration and Internal Policy I-012: Reimbursement of Reasonable Expenses and Per Diem for the details concerning allowable claim and expenses and the appropriate procedures and contact CCO in advance if you have any questions.

² Committee members are required to submit to CCO a completed Meeting Per Diem and Expenses Claim Statement no later than 90 days after the meeting/event/hearing to which the claim is related. If a claim for per diem or expenses is denied, a committee member may make written submissions to the registrar, within 30 days of the denial of the claim, outlining the reasons why he/she is entitled to the claim for per diem or reasonable expenses. All written appeals for per diem or expense claims received by the registrar shall be referred to the Executive Committee for review and decision.

REASONABLE EXPENSES RELATING TO CCO BUSINESS

(Original, detailed receipts must be attached. Credit card vouchers are not sufficient)

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Travel – Car: _____ KM x _____ Current CRA Rate = _____
(mileage reimbursed in accordance with the current Canada Revenue Agency rate)

Taxi Fare/Parking: _____

Air/Transportation Fare: _____

Hotel/Accommodation: _____
• if travel exceeds 30 km to a meeting/event/hearing

Meal Expenses
(maximum amount per day when meal is not provided by CCO):

Breakfast (\$25): _____

Lunch (\$35): _____

Dinner (\$50): _____

Miscellaneous: _____

Total Expenses (Non-taxable Amount): _____

Total Claim (Per Diem plus expenses): _____

I hereby certify the above to be an accurate statement of per diems and expenses.

Signed: _____ Date: _____

Registrar's Approval: _____

Identify any extenuating circumstances:

PROCEDURES FOR SPEAKING ENGAGEMENTS FOR COUNCIL MEMBERS



CCO Internal Policy: I-013
Executive Committee
Approved by Council: February 19, 2009
Re-affirmed: September 15, 2018

INTENT

To provide clarification to members of Council on approved practices concerning public speaking engagements as representatives of CCO:

POLICY

Members of Council may be invited or may choose to speak at various conferences and events. Attendance at these events will be in one of two capacities, as representatives of CCO or in some other capacity, including as private members of the chiropractic profession.

Where a member of Council participates in a speaking engagement as a representative of CCO, the following procedures shall be followed:

PROCEDURES

Written Request

All requests for representatives speaking on behalf of CCO must be made in writing to the registrar. If a member of Council receives a personal invitation or chooses to speak as a representative of CCO at an event, function or conference, he/she shall make a written request to the registrar.

The request shall include details of the speaking engagement, including, but not limited to, the date, time, place, topic and anticipated length of presentation.

The president and registrar have the discretion to decide whether a speaking engagement falls within the scope of CCO.

If it is determined that a speaking engagement falls within the scope of CCO, the member's speaking engagement will be as a representative of CCO.

If it is determined that a speaking engagement falls outside the scope of CCO, the member's speaking engagement will be in some other capacity, including as a private member of the chiropractic profession, and not as a representative of CCO.

Attendance at Speaking Engagement

When speaking as a representative of CCO, council members are expected to advocate existing CCO policies and standards and refrain from offering personal opinions.

If a member of Council speaks in Ontario as a private member of the chiropractic profession and/or not as a representative of CCO on a subject related to chiropractic, regulation, or any other topic that may be reasonably associated with CCO, he/she shall:

- take reasonable steps to clearly communicate to his/her audience that he/she is not representing CCO and that the information, opinions and views communicated in the speaking engagement to do not necessarily represent those of CCO and do not constitute legal advice; and
- take reasonable steps to refrain from representing himself/herself as a CCO council member in any written communication piece relating to the speaking engagement, except as part of his/her *curriculum vitae*

Per Diems and Expenses

Where a member of Council speaks as a representative of CCO, the member may make a claim for appropriate per diem and expenses, consistent with CCO's budget. When making a claim for appropriate per diem and expenses, council members must disclose to the registrar any honorarium, per diem or expense payment received as part of the speaking engagement.

PROCEDURES FOR STRIKING AND DISSOLVING SUB-COMMITTEES



**CCO Internal Policy: I-014
Executive Committee
Approved by Council: April 16, 2009
Re-affirmed: September 15, 2018**

INTENT

To outline CCO's policies and procedures in striking and dissolving sub-committees, sub-groups, workgroups, projects or alike ("sub-committee"). Sub-committees may be formed to take on specific tasks and/or perform duties on behalf of CCO as directed by Council and/or a statutory committee.

POLICY

When CCO Council and/or a statutory committee require a sub-committee to assist in a specific project requested by Council and/or one of its statutory committees, the sub-committee shall require the following approval:

- If a sub-committee requires its own budget separate and apart from an existing statutory committee, the striking of the sub-committee shall require the approval of Council
- If a sub-committee's budget falls within the allocated budget of a statutory committee, the striking of the sub-committee shall require approval from that statutory committee

All sub-committees:

- shall report directly to a statutory committee and to Council as may be required;
- shall require terms of references outlining the purpose, goals, composition, reporting requirements, anticipated budget and authority of the sub-committee;
- shall typically be comprised of 3-5 members. Any additional member(s) appointed to a sub-committee must be approved by Council;

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- may include one or more non-council member;
- shall include one or more public members of Council in the same proportion as that of Council, within reason;
- shall perform specific duties as directed by the statutory committee to which it reports and/or as directed by Council;
- shall schedule meetings through CCO;
- shall include an agenda and minutes with every meeting;
- may hold meetings via teleconference or in person;
- shall allocate per diems and reasonable expenses to the statutory committee to which it reports, unless otherwise directed by Council. All expenses must remain in the allotted budget of the statutory committee unless Council approves extra expenditures for that specific committee or sub-committee.

PROCEDURES

Appointments

Whenever possible, appointments and re-appointments to sub-committees shall be made following elections to Council and prior to the first committee meeting of the statutory committee to which the sub-committee reports. However, a newly required sub-committee may be struck and appointments may be made to this sub-committee at any time during the year based on need, following the approval of Council and/or the statutory committee to which the sub-committee will report.

Appointments and re-appointments to a sub-committee shall be made through the collaboration of the president, registrar and the committee chair of the statutory committee to which the sub-committee reports. In cases where a sub-committee reports directly to the Executive Committee, appointments shall be made through the collaboration of the president, registrar and vice-president.

In making appointments to a sub-committee, the following criteria shall be taken into account:

- a council member's interest in the specific task of the sub-committee,
- a council member's general knowledge relating to the specific task of the sub-committee,

- a council member's experience with similar tasks,
- the balancing of different perspectives on the sub-committee,
- the availability and time commitment of a council member to devote to the sub-committee, and
- other relevant qualifications and characteristics to complement the other members' attributes on the sub-committee.

The chair of a sub-committee shall be selected through the collaboration of the president, registrar and the committee chair of the statutory committee to which the sub-committee reports. In cases where the sub-committee reports directly to the Executive Committee, the chair shall be selected by the president, registrar and vice-president.

Dissolution of a sub-committee and/or discharge of a sub-committee member

A sub-committee shall be dissolved if:

- the sub-committee has completed its task, as determined by Council and/or the statutory committee to which the sub-committee reports, or
- the statutory committee to which the sub-committee reports and/or Council determines that the subcommittee is no longer necessary and/or has nothing further to add to the specific task/objective.

A member shall be discharged from a sub-committee if:

- the sub-committee has completed its specified task,
- the sub-committee is dissolved for any reason, or
- the member meets any of the conditions enumerated in By-law 6.29.

Sub-committees are to be struck for specific objectives/tasks and to assist CCO in carrying out its statutory mandate to regulate the chiropractic profession in the public interest. A sub-committee's existence is time-limited and the time frame is to be decided by Council and/or a statutory committee. When a time-frame is not placed on a sub-committee by Council, the sub-committee will dissolve automatically in five years from the date of its striking unless an extension is approved by Council.

GUIDELINES FOR OBSERVERS AT COUNCIL MEETINGS**CCO Internal Policy I-016****Executive Committee****Approved by Council: September 15, 2016****Amended: April 26, 2017****Re-affirmed: September 15, 2018**

INTENT

To provide guidelines for observers and guests at CCO Council meetings.

POLICY

1. Meetings of the Council of the College of Chiropractors of Ontario are open to the public for purposes of to ensure transparency and openness regarding the decision-making process regarding the governance of the profession of chiropractic in the interests of the public. This is subject to the capacity limits of the meeting space. Members and the public may observe all proceedings except those noted under the *Regulated Health Professions Act, 1991 (RHPA)* as being more suitably held in-camera (members of the public and often staff are excluded). Observers are not permitted to participate in meeting procedures or to lobby Council members or staff during breaks.
2. Any member of the public wishing to attend a Council meeting may do so provided his/her attendance is in accord with the following. Public observers are expected to:
 - Sit or stand in an area designated by the Council for public observers;
 - Not take part in any issue under debate by the Council;
 - Not speak to any member of Council while an issue is being debated or is slated to be debated;
 - Exit the council meeting during any *in-camera* sessions; and
 - Maintain dignity and decorum during the Council meeting; any disruptions caused by a public observer can result in removal.
3. Public observers are requested to ensure they arrive on time for the commencement of the Council meeting and any other recommencements thereafter. If the meeting is at capacity, the individual will be denied entry or re-entry into the meeting.
4. To guarantee admittance, an individual can email the College and reserve a spot up to one week prior to the commencement of the meeting. If your reservation is unable to be secured because capacity has been filled, you will be notified by the College. If you are unable to attend a meeting, we ask that you notify our office to cancel your reservation.

5. If you are not able to secure a reservation, you are welcome to come to the meeting location in the event that there are last minute cancellations. However, we cannot guarantee that seating will be available.

6. Individuals attending as observers are requested to:
 - Turn off any electronic device ringers;
 - Refrain from recording proceedings by any means, including taking of photographs, video recordings, voice recordings or any other means;
 - Be quiet during the meeting and not engage in conversation, discussion or any disruptive behavior;
 - Refrain from addressing Council, speaking to, or giving or passing notes, documents or information to Council members while the meeting is in process;
 - Refrain from lobbying Council members during the meeting and/or during breaks;
 - Understand and respect that observers are not allowed to participate in debate of any matter before the Council;
 - Respect the authority of the presiding officer; and
 - Take their seats in the area designated to observers.

PROCUREMENT OF GOODS AND/OR SERVICES

CCO Internal Policy I-017

Executive Committee

Approved in Principle: November 28, 2019

Approved by Executive Committee: June 17, 2020



INTENT

This policy outlines the requirements and procedures for the procurement and purchasing of goods and/or services by the College of Chiropractors of Ontario (CCO) from a third-party vendor. CCO is committed to continuing to exercise fiscal responsibility.

OBJECTIVES

- Ensure that procurement of goods and/or services from a third-party meets CCO requirements related to its statutory mandate, mission, vision, values and strategic objectives.
- Outline CCO's procurement processes and procedures to ensure a fair, transparent, flexible and fiscally responsible process.
- Develop and maintain positive relationships with third-party suppliers of goods and/or services.

POLICIES AND PROCEDURES

Competitive Procurement Process

CCO may identify a requirement to procure the goods and/or services of a third-party vendor in order to meet a requirement of CCO. This process may involve the following:

- Identification by Council of a requirement of CCO to meet its statutory mandate and/or fulfil its mission, vision and strategic objectives;
- Consideration of alternatives to meet that requirement;
- Ensuring that the costs are consistent with CCO's budget; and
- Selecting the best alternative to fulfil the requirement in an effective and efficient manner.

If the selected alternative involves the purchasing of goods and/services from a third party, CCO best practices are:

- For goods and/or services from a third-party in excess of \$25,000, a request for proposal (RFP) and selection approval;
- The content of an RFP should include, but is not limited to: a description of the requirements of CCO, the scope, specifications and criteria of the goods and/or services required to meet the requirements of CCO, instructions to vendors on how to submit a proposal, and a timeline of the RFP and selection process;

- Whenever possible, best efforts should be made to secure a minimum of 3 quotes for a purchasing contract in excess of \$25,000. Less than 3 quotes may be considered when the expertise required is specialized and not readily available or when there is a specific vendor with specialized knowledge and experience;
- Considerations of proposals must include, but are not limited to:
 - meeting the requirements of the RFP in an effective, high quality, fiscally responsible and efficient manner,
 - prior successful experience of the vendor with projects of a similar manner,
 - checking references,
 - experience and knowledge of health regulatory colleges and/or businesses with similar requirements, and
 - trust and comfort in working with CCO Council and staff;
- The cost of a vendor will be allocated to a specific line item of in CCO's annual or capital expense budget; and
- The approval and payment for goods and/or services must be consistent with By-law 4: Banking and Finance.

Once selected, a contract between CCO and the vendor will be entered into, to include:

- Cost;
- Product and service specifications;
- Scope, specification and criteria for the goods or services, such as responsibilities, tangible deliverables, timing, progress reports, approvals and knowledge transfer requirements;
- Term and conditions such as contract dates, warranties and performance; and
- Requirements to maintain confidentiality and avoid any conflict of interest.

Non-Competitive Procurement Process

CCO should use competitive procurement processes for purchases of goods and/or services from third-parties whenever possible and practicable. There may be situations, however, when CCO is unable to conduct a competitive procurement or get maximum value under competitive procurement processes. This may include, but is not limited to:

- An unforeseen or urgent situation that requires the immediate attention of CCO;
- A pre-existing or past business relationship between a third-party vendor and CCO under existing agreement;
- Recognition of specialized expertise in health regulation;
- Disclosure of confidential or sensitive information that may involve reputational risk if broadly disseminated to potential vendors;
- The time and expense of the process is not proportionate to the value received for CCO.

Renewing Agreements with Outside Vendors

Consideration of the renewal of agreements with outside vendors includes:

- Appropriate allocation in the annual budget approved by Council;
- The quality of the current vendor’s fulfilment of the goods and/or services provided;
- The level of trust and comfort for CCO in working with the vendor; and
- If there are alternative vendors that may provide the goods and/or services at a higher level of quality and/or at a more efficient price.

Confidentiality

Information contained in vendor quotations and purchase contract must be treated as confidential information. Confidential materials are not to be disclosed in any way to other suppliers, outside organizations or to any unauthorized persons.

Conflict of Interest

Council, committee and staff members shall disclose and comply with CCO’s conflict of interest provisions, including Policy P-011: Conflict of Interest for Council and Committee Members.

Summary of Approval Requirements¹

Value	Approval Authority
Up to \$25,000	Registrar and General Counsel
\$25,000 - \$50,000	Registrar and General Counsel and one of the President/Vice-President/Treasurer
More than \$50,000	Registrar and General Counsel and two of the President/Vice-President/Treasurer

LEGISLATIVE CONTEXT

This policy should be read in conjunction with:

- CCO’s Mission, Vision, Values and Strategic Objectives
- By-law 4: Banking and Finance
- Policy P-011: Conflict of Interest for Council and Committee Members

¹ By-law 4: Banking and Finance

MINUTES FOR CCO MEETINGS

**CCO Internal Policy: I-018
Executive Committee**

Approved by Council: February 26, 2021 (came into effect April 14, 2021)

INTENT

To clarify policies and procedures for the taking and maintain of minutes for meetings of CCO Council, statutory and non-statutory committees, sub-committees and working groups (“meetings”). Meetings may be in-person or through a virtual platform or teleconference and must have an agenda and minutes.

POLICIES AND PROCEDURES

Minutes shall be taken and retained for all meeting conducted by CCO. Minutes shall include the following information:

- The names of all individuals present at the meeting, including committee members, staff and guests;
- The names of all individuals absent from the meeting or who have sent regrets for not attending the meeting;
- The date, starting time and end time of the meeting;
- All agenda items of the meeting;
- A record of all motions, directions and actions at the meeting. Motions shall include the motion, the mover and seconder and whether the motion was carried or defeated; and
- A record of adjournment of the meeting.

The minutes of a meeting are not considered official until approved by a majority of the Council, statutory or non-statutory committee, sub-committee or working group at the next meeting of that group. A draft version of the minutes shall be maintained until such a time that the minutes are approved. Official minutes are to be maintained in hard copy or electronic copy by CCO.

Minutes of statutory or non-statutory committees, sub-committees or working groups are confidential. Minutes of CCO Council meetings, with the exception of those related to in-camera agenda items, are available to the public and are posted on CCO’s website, once approved.

CONTINGENCY RESERVE FUND**CCO Internal Policy I-020****Executive Committee****Approved by Council: November 25, 2021 (came into effect February 25, 2022)**

POLICY STATEMENT

The College shall establish and maintain a Contingency Reserve Fund to ensure that adequate funds are set aside to cover variable and/or unforeseen costs and expenditures.

PROCEDURE

The purpose of the policy is to internally restrict funds to provide for extraordinary expenditures that exceed or fall outside the provisions of the College's operating budget or to fund the College's obligations in extreme circumstances as determined and approved by the Council including the event that the College ceases to exist as a statutory body corporate.

The amount to be maintained in this fund is not less than six (6) months of operating expenditures or such greater amount as may be determined by the Council. The six months of operating expenditures will be calculated using expenditures in the most current approved budget.

In the event of dissolution of Council, these funds are to be used only upon approval of a person or entity legally authorized to oversee the financial affairs of the College.

Any change (whether by way of addition or reduction) to the amount placed in the Contingency Reserve Fund shall be approved by the Council.

PROCEDURES FOR USE OF EMAIL FOR CCO BUSINESS

CCO Internal Guideline: IG-001**Executive Committee****Approved by Council: November 29, 2018****Amended: November 26, 2020 (came into effect February 26, 2021), June 22, 2022 (came into effect September 9, 2022)**

**INTENT**

To outline the policies and procedures of approved practices for email communications related to CCO business for council and committee members.

POLICY AND PROCEDURES

Council and committees communicate by email on various matters related to the business of CCO, including but not limited to, circulation, feedback and approval of documents, scheduling meetings and events, distribution of council and committee materials and media inquiries. The following policies outline the expectations of CCO regarding email communication:

- It is the expectation of CCO that all council and committee members have access to a personal and confidential email address for CCO business;
- If a council or committee member or staff are soliciting a response or feedback to an email, the sender of the email shall specify the following:
 - To whom the reply is to be sent, including whether the response should be “reply to sender” or “reply all”;
 - By what date and time a response is to be sent;
 - Subject line indications, such as “FYI” or “Urgent” to specify the nature of the email; and
 - Details of what is expected in the response.

If the sender does not specify these details, a response should be provided in a reasonable manner and time frame, depending on the circumstances and nature of the email communication. A council or committee member should communicate with the sender directly if they have any questions or concerns about a response to an email.

- A Council or committee member shall keep all email communications confidential within CCO and confidential within a CCO committee, except as directed by CCO Council or a committee.
- There is a reasonable expectation that response to email will be made promptly, in a manner that is consistent with the priorities of CCO business and/or in a timeframe identified in the email.

- If a council or committee member is to be away from their email for a time period of longer than three days, they shall notify the President and the Registrar and General Counsel by email.
- Between Council and committee meetings, the President and/or Registrar and General Counsel may direct specific urgent matters to be distributed to Council or committee members.

Rules of Order of the Council of the College of Chiropractors of Ontario

Approved by Council: September 20, 2014

Amended: June 17, 2020

1. In this Schedule, "Council Member" means a Member of the Council of the CCO.
2. Each agenda topic may be introduced briefly by the person or committee representative raising it. Council Members may ask questions for clarification. However, a Council Member shall make a motion and another Council Member shall second the motion before it can be debated.
3. When any Council Member wishes to speak, they shall so indicate by raising their hand. When speaking the Council Member shall address the presiding officer and confine themselves to the matter under discussion.
4. Staff persons and consultants with expertise in a matter may be permitted by the presiding officer to provide information or answer specific questions about the matter.
5. Observers at a Council meeting shall not speak to a matter that is under debate.
6. A Council Member shall not speak again on the debate of a matter until every other Council Member of Council who wishes to speak to it has been given an opportunity to do so. An exception is that the person introducing the matter or a staff person or consultant may answer questions about the matter. Council Members shall not speak to a matter more than twice without the permission of the presiding officer.
7. No Council Member may speak longer than five minutes upon any motion except with the permission of the Council.
8. When a motion is under debate, no other motion can be made except to amend it, to postpone it, to put the motion to a vote, to adjourn the debate or the Council meeting or to refer the motion to a committee.
9. A motion to amend the motion then under debate shall be disposed of first. Only one motion to amend the motion under debate can be made at a time.
10. When it appears to the presiding officer that the debate on a matter has concluded, that Council has passed a motion to vote on the motion or that the time allocated to the debate of the matter has concluded, the presiding officer shall put the motion to a vote.
11. When a matter is being voted on, no Council Member shall enter or leave the Council room, and no further debate is permitted.

12. No Council Member shall be present in the room, participate in a debate or vote upon any motion in which they have a conflict of interest, and the vote of any Council Member so interested shall be disallowed.
13. Any motion decided by the Council shall not be re-introduced during the same session except by a two-thirds vote of the Council then present.
14. Whenever the presiding officer is of the opinion that a motion offered to the Council is contrary to these rules or the by-laws, the presiding officer shall rule the motion out of order and give reasons for doing so.
15. The presiding officer shall preserve order and decorum, and shall decide questions of order, subject to an appeal to the Council without debate.
16. The above rules may be relaxed by the presiding officer if it appears that greater informality is beneficial in the particular circumstances unless the Council requires strict adherence.
17. Council Members shall not discuss a matter with observers while it is being debated.
18. Council Members shall turn off their electronic devices during Council meetings and, except during a break in the meeting, shall not use their electronic devices. Computers shall only be used during Council meetings to review materials related to the matter under debate (e.g., electronic copies of background documents) and to make personal notes of the debate. The presiding officer may make reasonable exceptions (e.g., if a Council Member is awaiting an important message on an urgent matter).
19. Council Members shall be silent while others are speaking.
20. In all cases not provided for in these rules or the by-laws, the current edition of Robert's Rules of Order shall be followed so far as they may be applicable and consistent with these rules.




If the response is "partially" or "no", describe the College's plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.

	ii. attending an orientation training about the College's mandate and expectations pertaining to the member's role and responsibilities.	The College fulfills this requirement:	Yes
	<ul style="list-style-type: none"> • Duration of orientation training. • Please briefly describe the format of orientation training (e.g., in-person, online, with facilitator, testing knowledge at the end). • Please insert a link and indicate the page number if training topics are public OR list orientation training topics. <p>Candidates, Council and Committee members are required to participate in various orientation and training sessions throughout the year. These include:</p> <ul style="list-style-type: none"> • In April 2021, Council approved a mandatory orientation session (communicated to members and stakeholders as part of the 2022 Notice of Election) for candidates for CCO Council for the 2022 elections to Council. This training session was led by CCO staff and outside legal counsel and took place on February 23, 2022 from 6 pm - 8 pm. • On April 21, 2022, 8:30 am - 1 pm, Council and committee members participated in an orientation on the College's mandate and objectives, duties and roles of committees, and duties of council and committee members. This was led by the Registrar and General Counsel and outside legal counsel. • At various times in May - June 2022, each committee held an introduction to its committee at its first meeting. • On September 9 - 11, 2022 - Council and staff attended strategic planning and educational sessions related to best practices on CPMF, conflict of interest, Diversity, Equity and Inclusion and Cyber Security. • On November 25, 2022, 8:30 am - 11:30 am, Council and committee members attended an educational session on regulatory practices led by outside legal counsel and staff. • New Council and Discipline committee members are required to complete the discipline training sessions conducted by the Health Professions Regulators of Ontario (HPRO). 		
	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i>	Choose an item.	
		<i>Additional comments for clarification (optional):</i>	

	<p>b. Statutory Committee candidates have:</p> <p>i. Met pre-defined competency and suitability criteria; and</p> <hr/> <p><i>Benchmarked Evidence</i></p> <hr/>	<p>The College fulfills this requirement:</p> <ul style="list-style-type: none"> The competency and suitability criteria are public: Choose an item. If yes, please insert a link and indicate the page number where they can be found; if not, please list criteria. Competencies for Council and Committee Members - this document was passed by Council on November 25, 2021 to identify competencies for Council and Committee members. CCO By-law 7 and By-law 12 identify duties and powers of executive officers and committee chair and criteria for appointing committee members. Candidates interested in all committee positions are required to submit a letter of intent and curriculum vitae, identifying their interest, relevant competencies, skills and qualifications for committees. Committee members may also speak to their interest, competencies, skills and qualifications to Council, prior to the appointment to committee. CCO Council passed a policy, Internal Policy I-019: Policy on Nominations and Election Procedures for Committee Positions (page 168 of April 21, 2022 public Council package), on November 25, 2021, to outline the policies and procedures for the nomination and election procedures for committee positions. CCO applied this policy to elections of committee members, which took place on April 21, 2022. Consistent with the CPMF-inspired move toward competency-based selection and appointments process for all members of Council or committees, CCO, like many health regulators in Ontario, has amended its by-laws to permit the appointment of an individual who is neither a member of the college nor a public member appointed by government, but who demonstrates the competencies, skills and judgement to contribute to the work of a specific committee. Mr. MacKay was reappointed to the Discipline Committee on April 21, 2022, consistent with this policy. With respect to evidencing the suitability of nominees, in keeping with the aspirational objectives of Measure 1.1 of the CPMF this year the CCO Executive Committee directed all Council members to provide their interest, and relevant background and skills for any desired Committee position. These responses were compiled for Council's consideration at the meeting on April 21, 2022. Matching interest with skills and competency for committee membership is a recognized best practice, supported by the MOHLTC and highlighted in the landmark 2018 inquiry into the BC College of Dental Surgeons undertaken by Harry Cayton (known as the 'Cayton Report'). 	<p>Yes</p>
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		<p><i>If the response is "partially" or "no", describe the College's plan to fully implement this measure. Outline the steps (i.e., drafting policies, consulting stakeholders, or reviewing/revising existing policies or procedures, etc.) the College will be taking, expected timelines and any barriers to implementation.</i></p>				
	<p>ii. attended an orientation training about the mandate of the Committee and expectations pertaining to a member's role and responsibilities.</p>	<table border="1"> <tr> <td data-bbox="630 597 1703 643"> <p>The College fulfills this requirement:</p> </td> <td data-bbox="1703 597 2022 643"> <p>Yes</p> </td> </tr> <tr> <td colspan="2" data-bbox="630 643 2022 1281"> <ul style="list-style-type: none"> • Duration of each Statutory Committee orientation training. • Please briefly describe the format of each orientation training (e.g., in-person, online, with facilitator, testing knowledge at the end). • Please insert a link and indicate the page number if training topics are public OR list orientation training topics for Statutory Committee. • Candidates for CCO elections attended a mandatory orientation session conducted by outside counsel and CCO staff on February 23, 2022. • Committee members are required to attend an orientation session, which took place on April 21, 2022, 8:30 am - 1 pm, on the College's mandate and objectives, duties and roles of committees, and duties of council and committee members. This was led by the Registrar and General Counsel and outside legal counsel. • At various times in May - June 2022, each committee held an introduction to its committee at its first meeting. • New Council and Discipline committee members are required to complete the Discipline Training sessions conducted by the Health Professions Regulators of Ontario (HPRO). • All Council and committee members are encouraged to attend additional HPRO training sessions, including governance training, reasons writing and others. </td> </tr> </table>	<p>The College fulfills this requirement:</p>	<p>Yes</p>	<ul style="list-style-type: none"> • Duration of each Statutory Committee orientation training. • Please briefly describe the format of each orientation training (e.g., in-person, online, with facilitator, testing knowledge at the end). • Please insert a link and indicate the page number if training topics are public OR list orientation training topics for Statutory Committee. • Candidates for CCO elections attended a mandatory orientation session conducted by outside counsel and CCO staff on February 23, 2022. • Committee members are required to attend an orientation session, which took place on April 21, 2022, 8:30 am - 1 pm, on the College's mandate and objectives, duties and roles of committees, and duties of council and committee members. This was led by the Registrar and General Counsel and outside legal counsel. • At various times in May - June 2022, each committee held an introduction to its committee at its first meeting. • New Council and Discipline committee members are required to complete the Discipline Training sessions conducted by the Health Professions Regulators of Ontario (HPRO). • All Council and committee members are encouraged to attend additional HPRO training sessions, including governance training, reasons writing and others. 	
<p>The College fulfills this requirement:</p>	<p>Yes</p>					
<ul style="list-style-type: none"> • Duration of each Statutory Committee orientation training. • Please briefly describe the format of each orientation training (e.g., in-person, online, with facilitator, testing knowledge at the end). • Please insert a link and indicate the page number if training topics are public OR list orientation training topics for Statutory Committee. • Candidates for CCO elections attended a mandatory orientation session conducted by outside counsel and CCO staff on February 23, 2022. • Committee members are required to attend an orientation session, which took place on April 21, 2022, 8:30 am - 1 pm, on the College's mandate and objectives, duties and roles of committees, and duties of council and committee members. This was led by the Registrar and General Counsel and outside legal counsel. • At various times in May - June 2022, each committee held an introduction to its committee at its first meeting. • New Council and Discipline committee members are required to complete the Discipline Training sessions conducted by the Health Professions Regulators of Ontario (HPRO). • All Council and committee members are encouraged to attend additional HPRO training sessions, including governance training, reasons writing and others. 						

	<i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i>	Choose an item.
	<i>Additional comments for clarification (optional):</i>	



				<p>c. Prior to attending their first meeting, public appointments to Council undertake an orientation training course provided by the College about the College's mandate and expectations pertaining to the appointee's role and responsibilities.</p>	<p>The College fulfills this requirement:</p>	Yes
					<ul style="list-style-type: none"> • Duration of orientation training. • Please briefly describe the format of orientation training (e.g., in-person, online, with facilitator, testing knowledge at the end). • Please insert a link and indicate the page number if training topics are public OR list orientation training topics. • Once appointed to Council, new public members participate in informal communication with the President, Registrar and General Counsel, and outside legal counsel on the College's mandate and expectations pertaining to the appointee's role and responsibilities. • Council members, including public members, are required to attend an orientation session, which took place on April 21, 2022, 8:30 am - 1 pm, on the College's mandate and objectives, duties and roles of committees, and duties of council and committee members. This was led by the Registrar and General Counsel and outside legal counsel. • New Council and Discipline committee members are required to complete the discipline training sessions conducted by the Health Professions Regulators of Ontario (HPRO). • All Council and committee members are encouraged to attend additional HPRO training sessions, including governance training, reasons writing and others. 	
					<p><i>If the response is "partially" or "no", is the College planning to improve its performance over the next reporting period?</i></p>	Choose an item.
<p><i>Additional comments for clarification (optional):</i></p>						

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raising standards if that might affect the supply of a profession, raising standards if that would reduce the supply and therefore increase the exclusivity of a profession, not taking action to remove someone from practice because there would be a shortage of the profession, resisting innovation because that would affect the current arrangements or promoting innovation because that will increase market share.

- 9.17 Colleges need a clear mandate prioritizing patient safety and the clinical competence and ethical conduct of registrants. The duty of regulatory Colleges should be amended to give priority to the safety of patients. I propose:

'It is the duty of a college at all times;

To protect the safety of patients, to prevent harm and promote the health and well-being of the public.'

A mandate of this nature would ensure that regulatory colleges were focused primarily on safety, on standards of clinical care and on the health needs of patients.

Governance

- 9.18 The HPA is ambiguous in its use of 'members' and 'registrants'. The concept of membership has led to many misunderstandings about the nature of professional regulation. The idea of membership should be discarded and replaced throughout with 'registrant.' If Colleges do not have members, then there is no need for an Annual General Meeting not indeed any of the other trappings of a club such as award ceremonies and gifts to volunteers. Some will protest that this removes the principle of professional self-regulation. It does. Unlimited self-regulation has in general proved itself unable to keep patients safe or to adapt to changing healthcare provision and changing public expectations. Professional regulation needs to be shared between the profession and the public in the interests of society as a whole.
- 9.19 The construction of boards for colleges is unsatisfactory. This is not a reflection of the competence or motivation of the individuals who are elected or appointed but on what is an inadequate process for determining who should run these important public institutions.
- 9.20 It would be beneficial to move to fully appointed boards combining health professionals and members of the public in equal parts. However, the appointment process as currently operated in British Columbia is not independent, transparent, competency based. It cannot be relied upon at the present time to take on a broader role.
- 9.21 I suggest as an interim measure that colleges introduce an effective nominations process for professionals standing for election to the board. The colleges should publish the competencies they are looking for and candidates for election should demonstrate they have the right skills and competencies to be a board member before standing for election. The chair should be elected by the Board. Public members should be eligible for election as chair. The audit chair should continue to be nominated through the public appointment process. There is no need for a

treasurer if a college is no longer a club. The choice of having a vice-chair or not should be left to each board. Vice-chairs, like chairs should be chosen by the Board.

- 9.22 The Government should consider the process for the appointment of public members so that it is more transparent, with public criteria and competencies for appointment and attention paid to the skill mix on individual boards.
- 9.23 Boards should be reduced in size; the most effective size for a board is generally agreed to be between eight and 12 people. This aids engagement and discussion and promotes corporate decision-making,¹⁰⁷
- 9.24 Terms of office should be extended to three years, renewable for a further three years, to provide continuity and the expertise which comes with experience. This should apply to elected as well as appointed members. The current structure encourages amateurism and short-term planning. Regulation is a long-term business.
- 9.25 The number of statutory committees should be reduced; Audit and Risk, Registration, Inquiry and Discipline are probably essential. Otherwise colleges should be free to manage their own functions and involve registrants in the most appropriate way for each task. Appointment to committees should be based on competence and merit.
- 9.26 Colleges should be given greater freedom to change their own rules and bylaws. Current arrangements are too cumbersome to allow them to respond to change (see para 10.19 below).
- 9.27 Colleges should separate themselves entirely from professional associations. They should not collect fees for professional associations or give them grants. Of course, such associations or unions have a role to play and are often key stakeholders for colleges, but they should not be accorded special privileges or special influence on college decision-making.
- 9.28 If a higher performance is to be expected of board and committee members, they should be adequately rewarded. Board and committee members, both professional and public should be paid for the time they give and the expertise they provide. This is particularly relevant to the inquiry and discipline committees which in the larger colleges may have too many cases for them to give the level of independent scrutiny and decision-making that they require. If the size of boards and the number of committees is reduced the cost of adequate payments to members will not be large and will be offset by gains in efficiency.
- 9.29 The Board should be removed from any involvement in complaints and discipline. inquiry Committees and disciplinary panels should be independent, separately appointed and should have regular training and appraisal. They should be paid for their significant responsibilities.
- 9.30 Part 2.01 of the HPA sets out arrangements for the amalgamation of colleges. The Ministry of Health should actively encourage and facilitate mergers,

¹⁰⁷ PSA 2011, *Board size and effectiveness*.

ITEM 6.23

College of Chiropractors of Ontario Internal Elections – Committee Conflicts

Version Date: April 17, 2023

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Conflict	Degree or Description of Conflict	Discussion
ICRC and Core Discipline	Serious ¹	ICRC refers cases to this committee for neutral adjudication, so chair and core members should not overlap.
ICRC and Core Fitness to Practise	Serious	ICRC refers cases to this committee for neutral adjudication, so chair and core members should not overlap.
ICRC and Quality Assurance	Moderate ²	QA refers matters to the ICRC, knows privileged information, and the ICRC is a small committee with little capacity to disqualify members.
ICRC and Advertising	Moderate	The same advertising issue may come before committees and the ICRC is a small committee.
PRC and ICRC	Moderate	The same advertising issue may come up become both committees and the ICRC is small committee with little capacity to disqualify members
Registration and faculty of accredited chiropractic college	Moderate ³	Many applicants are former students of faculty. Faculty member's employer may have an interest in and public position on many policy issues facing the RC (for example, Legislation and Ethics Examination or Provisional Certificates of Registration).

¹ Serious conflicts should be avoided. Otherwise appearance of bias challenges will be frequent and having panel members recuse themselves will be difficult.

² Moderate conflicts should be reduced. For example, the chair of one committee should not serve on the other. Overlapping membership should be minimal.

³ Members of the faculty of accredited chiropractic colleges can often bring expertise and knowledge to other committees such as Quality Assurance, the ICRC and Exec.

**CCO CODE OF CONDUCT FOR CURRENT AND
FORMER ELECTED AND PUBLIC MEMBERS OF
COUNCIL AND NON-COUNCIL COMMITTEE MEMBERS****Executive Committee****Approved by Council: September 28, 2012****Amended: February 23, 2016, April 19, 2016, September 15, 2016****Re-Affirmed by Council: November 29, 2018**

Current and former elected and public members of Council and non-Council committee members must, at all times, maintain high standards of integrity, honesty and loyalty when discharging their College duties. They must act in the best interest of the College. They shall:

1. be familiar and comply with the provisions of the *Regulated Health Professions Act, 1991 (RHPA)*, its regulations and the *Health Professions Procedural Code*, the *Chiropractic Act 1991*, its regulations, and the by-laws and policies of the College;
2. diligently take part in committee work and actively serve on committees as elected and appointed by the Council;
3. regularly attend meetings on time and participate constructively in discussions;
4. offer opinions and express views on matters before the College, Council and committee, when appropriate;
5. participate in all deliberations and communications in a respectful, courteous and professional manner, recognizing the diverse background, skills and experience of members on Council and committees;
6. uphold the decisions made by Council and committees, regardless of the level of prior individual disagreement;
7. place the interests of the College, Council and committee above self-interests;
8. avoid and, where that is not possible, declare any appearance of or actual conflicts of interests¹;
9. refrain from including or referencing Council or committee positions held at the College in any personal or business promotional materials, advertisements and business cards;²

¹ There is a general assumption of real or perceived conflict unless confirmation of no conflict by the Executive Committee and/or Council, which will be addressed promptly.

² This section does not preclude the use of professional biographies for professional involvement.

10. preserve confidentiality of all information before Council or committee unless disclosure has been authorized by Council or otherwise exempted under s. 36(1) of the *RHPA*;
11. refrain from communicating to members, including other Council or committee members, on statutory committees regarding registration, complaints, reports, investigations, disciplinary or fitness to practise proceedings which could be perceived as an attempt to influence a statutory committee or a breach of confidentiality, unless he or she is a member of the panel or, where there is no panel, of the statutory committee dealing with the matter;
12. refrain from communicating to members and stakeholder³ on behalf of CCO, including on social media, unless authorized by Council⁴;
13. respect the boundaries of staff whose role is not to report to or work for individual Council or committee members; and
14. be respectful of others and not engage in behaviour that might reasonably be perceived as verbal, physical or sexual abuse or harassment.

Potential Breaches of the Code of Conduct

15. An elected or appointed member of Council or non-Council committee member who becomes aware of any potential breach of this code of conduct should immediately advise the President and Registrar, or if the potential breach involves the President, advise the Vice President and Registrar; and
16. Potential breaches will be addressed first through informal discussion with the Council member(s) or non-Council committee member(s), and subsequently by written communication expressing concerns and potential consequences.

I, _____, Council member or non-Council committee member of the College of Chiropractors of Ontario undertake to comply with the CCO Code of Conduct for Current and Former Elected and Public Members of Council and Non-Council Committee Members, both during and following my term on CCO Council or a committee

Signature: _____ Witness: _____

Date: _____

³ Stakeholders include professional associations, societies, and other organizations related to the regulation, education and practice of chiropractic.

⁴ This does not preclude Council members from communicating about CCO, provided they are not communicating on behalf of CCO.

COLLEGE OF CHIROPRACTORS OF ONTARIO

UNDERTAKING TO MAINTAIN CONFIDENTIALITY

FOR COUNCIL AND NON COUNCIL COMMITTEE MEMBERS

(Version Date: April 14, 2023)

I, _____, Council member of the College of Chiropractors of Ontario (“CCO”), undertake to preserve secrecy with respect to all matters that come to my knowledge in the course of my duties as a Council member of the CCO and further undertake not to communicate any information concerning such matters to any person except as required by law.

I acknowledge and agree that all records, material and information (including but not limited to all minutes of meetings) and copies thereof obtained by me in the course of my duties on behalf of CCO are confidential and shall remain the exclusive property of CCO and I undertake to take all reasonable steps to protect the confidentiality of such records, material and information.

I understand and agree that this duty of confidentiality applies to internal confidentiality (i.e. discussions and communication with other Council members which must be on a need to know basis). I will contact the Registrar and General Counsel and/or President if I have any questions or concerns regarding internal confidentiality, and will ask other Council members to contact CCO concerning any information or meeting material.

I understand that a breach of my duty of confidentiality will result in my removal from council.

I understand that CCO’s Privacy Code approved by Council on June 18, 2014 imposes strict requirements on the retention, disclosure and use of any information in my possession or control, and I agree to comply with these obligations.

I further acknowledge and agree that my obligations regarding confidentiality continue beyond the expiration of my term as a Council member of CCO.

I have read and understood sections 36 and 40 of the *Regulated Health Professions Act, 1991* copies of which are annexed hereto, which outline my duty of confidentiality and the consequences for a breach of confidentiality under the legislation.

Signature

Witness

Date:

Confidentiality

36 (1) Every person employed, retained or appointed for the purposes of the administration of this Act, a health profession Act or the *Drug and Pharmacies Regulation Act* and every member of a Council or committee of a College shall keep confidential all information that comes to his or her knowledge in the course of his or her duties and shall not communicate any information to any other person except,

- (a) to the extent that the information is available to the public under this Act, a health profession Act or the *Drug and Pharmacies Regulation Act*;
- (b) in connection with the administration of this Act, a health profession Act or the *Drug and Pharmacies Regulation Act*, including, without limiting the generality of this, in connection with anything relating to the registration of members, complaints about members, allegations of members' incapacity, incompetence or acts of professional misconduct or the governing of the profession;
- (c) to a body that governs a profession inside or outside of Ontario;
- (d) as may be required for the administration of the *Drug Interchangeability and Dispensing Fee Act*, the *Healing Arts Radiation Protection Act*, the *Health Insurance Act*, the *Health Protection and Promotion Act*, the *Independent Health Facilities Act*, the *Laboratory and Specimen Collection Centre Licensing Act*, the *Long-Term Care Homes Act, 2007*, the *Retirement Homes Act, 2010*, the *Ontario Drug Benefit Act*, the *Coroners Act*, the *Controlled Drugs and Substances Act (Canada)* and the *Food and Drugs Act (Canada)*;

Note: On a day to be named by proclamation of the Lieutenant Governor, clause 36 (1) (d) of the Act is amended by striking out “the *Healing Arts Radiation Protection Act*”. (See: 2017, c. 25, Sched. 9, s. 115 (1))

Note: On a day to be named by proclamation of the Lieutenant Governor, clause 36 (1) (d) of the Act is amended by striking out “the *Independent Health Facilities Act*”. (See: 2017, c. 25, Sched. 9, s. 115 (2))

Note: On a day to be named by proclamation of the Lieutenant Governor, clause 36 (1) (d) of the Act is amended by adding “the *Oversight of Health Facilities and Devices Act, 2017*” after “the *Long-Term Care Homes Act, 2007*”. (See: 2017, c. 25, Sched. 9, s. 115 (3))

- (d.1) for a prescribed purpose, to a public hospital that employs or provides privileges to a member of a College, where the College is investigating a complaint about that member or where the information was obtained by an investigator appointed pursuant to subsection 75 (1) or (2) of the Code, subject to the limitations, if any, provided for in regulations made under section 43;
- (d.2) for a prescribed purpose, to a person other than a public hospital who belongs to a class provided for in regulations made under section 43, where a College is investigating a complaint about a member of the College or where the information was obtained by an investigator appointed pursuant to subsection 75 (1) or (2) of the Code, subject to the limitations, if any, provided for in the regulations;
- (e) to a police officer to aid an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result;
- (f) to the counsel of the person who is required to keep the information confidential under this section;
- (g) to confirm whether the College is investigating a member, if there is a compelling public interest in the disclosure of that information;
- (h) where disclosure of the information is required by an Act of the Legislature or an Act of Parliament;

- (i) if there are reasonable grounds to believe that the disclosure is necessary for the purpose of eliminating or reducing a significant risk of serious bodily harm to a person or group of persons;
- (j) with the written consent of the person to whom the information relates; or
- (k) to the Minister in order to allow the Minister to determine,
 - (i) whether the College is fulfilling its duties and carrying out its objects under this Act, a health profession Act, the *Drug and Pharmacies Regulation Act* or the *Drug Interchangeability and Dispensing Fee Act*, or
 - (ii) whether the Minister should exercise any power of the Minister under this Act, or any Act mentioned in subclause (i). 2007, c. 10, Sched. M, s. 7 (1); 2014, c. 14, Sched. 2, s. 10; 2017, c. 11, Sched. 5, s. 2 (1, 2).

Reports required under Code

(1.1) Clauses (1) (c) and (d) do not apply with respect to reports required under section 85.1 or 85.2 of the Code. 1993, c. 37, s. 1. 1998, c. 18, Sched. G, s. 7 (2).

Definition

(1.2) In clause (1) (e),
“law enforcement proceeding” means a proceeding in a court or tribunal that could result in a penalty or sanction being imposed. 1998, c. 18, Sched. G, s. 7 (2); 2007, c. 10, Sched. M, s. 7 (2).

Limitation

(1.3) No person or member described in subsection (1) shall disclose, under clause (1) (e), any information with respect to a person other than a member. 1998, c. 18, Sched. G, s. 7 (2); 2007, c. 10, Sched. M, s. 7 (3).

No requirement

(1.4) Nothing in clause (1) (e) shall require a person described in subsection (1) to disclose information to a police officer unless the information is required to be produced under a warrant. 1998, c. 18, Sched. G, s. 7 (2); 2007, c. 10, Sched. M, s. 7 (4).

Confirmation of investigation

(1.5) Information disclosed under clause (1) (g) shall be limited to the fact that an investigation is or is not underway and shall not include any other information. 2007, c. 10, Sched. M, s. 7 (5).

Restriction

(1.6) Information disclosed to the Minister under clause (1) (k) shall only be used or disclosed for the purpose for which it was provided to the Minister or for a consistent purpose. 2017, c. 11, Sched. 5, s. 2 (3).

Not compellable

(2) No person or member described in subsection (1) shall be compelled to give testimony in a civil proceeding with regard to matters that come to his or her knowledge in the course of his or her duties. 1991, c. 18, s. 36 (2).

Evidence in civil proceedings

(3) No record of a proceeding under this Act, a health profession Act or the *Drug and Pharmacies Regulation Act*, no report, document or thing prepared for or statement given at such a proceeding and no order or decision made in such a proceeding is admissible in a civil proceeding other than a proceeding under this Act, a health profession Act or the *Drug and Pharmacies Regulation Act* or a proceeding relating to an order under section 11.1 or 11.2 of the *Ontario Drug Benefit Act*. 1991, c. 18, s. 36 (3); 1996, c. 1, Sched. G, s. 27 (2).

Offences

40. (1) Every person who contravenes subsection 27 (1) or 30 (1) is guilty of an offence and on conviction is liable,

(a) for a first offence, to a fine of not more than \$25,000, or to imprisonment for a term of not more than one year, or both; and

(b) for a second or subsequent offence, to a fine of not more than \$50,000, or to imprisonment for a term of not more than one year, or both. 2007, c. 10, Sched. M, s. 12.

Same

(2) Every individual who contravenes section 31, 32 or 33 or subsection 34 (2), 34.1 (2) or 36 (1) is guilty of an offence and on conviction is liable to a fine of not more than \$25,000 for a first offence and not more than \$50,000 for a second or subsequent offence. 2007, c. 10, Sched. M, s. 12.

Same

(3) Every corporation that contravenes section 31, 32 or 33 or subsection 34 (1), 34.1 (1) or 36 (1) is guilty of an offence and on conviction is liable to a fine of not more than \$50,000 for a first offence and not more than \$200,000 for a second or subsequent offence. 2007, c. 10, Sched. M, s. 12.

ZERO TOLERANCE OF ABUSE, NEGLECT AND HARASSMENT

CCO Internal Policy I-015
Patient Relations Committee
Approved by Council: February 14, 2012
Amended: September 15, 2018

Intent

To intent of this policy is to:

- promote a positive work environment
- maintain an environment that is free from harassment, neglect and abuse
- to identify the behaviours that are unacceptable
- to establish a mechanism for receiving complaints concerning harassment, neglect and abuse
- to establish a procedure to address such complaints

Policy

The College of Chiropractors of Ontario (CCO) will not tolerate any form of physical, sexual, verbal, emotional, or psychological abuse or any form of neglect or harassment, whether communicated directly or indirectly to or about the affected person(s) – this includes all forms of communication or interaction including, but not limited to, in-person interaction and communication by phone, fax, email, internet or any social media.

This policy applies to, but is not limited to, all employees, council members, non-council committee members, independent contractors, volunteer and visitors of CCO. Every employee, council member, non-council committee member, independent contractor, volunteer and visitor of CCO has a right to freedom from harassment, neglect and/or abuse in the workplace by an employer or agent of the employer or by another employee, council member, non-council committee member, independent contractor, volunteer or visitor of CCO because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, disability or the receipt of public assistance.

The Registrar and General Counsel shall be responsible for implementing this policy and responding to all enquiries from staff, council members, non-council committee members, independent contractors, volunteer and visitors of CCO, stakeholders and the media concerning this policy.

Definitions

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Physical Abuse is defined as but not limited to the use of intentional force that can result in physical harm or injury to an individual. It can take the form of slapping, hitting, punching, shaking, pulling, throwing, kicking, biting, choking, strangling or the abusive use of restraints.

Sexual Abuse is defined as but not limited to any unwanted or inappropriate touching, fondling, observations for sexual gratification, any physical contact, any such penetration or attempted penetration with a penis, digital or object of the vagina or anus, verbal or written propositions or innuendos, exhibitionism or exploitation for profit including pornography.

Verbal/Emotional Abuse is defined as but not limited to a chronic attack on an individual. It can take the form of name calling, threatening, ridiculing, berating, intimidating, isolating, hazing, habitual scapegoating or blaming.

Psychological Abuse is defined as but not limited to communication of an abusive nature, sarcasm, exploitive behaviour, intimidation, manipulation, and insensitivity to race, sexual preference or family dynamics.

Neglect is defined as but not limited to any behaviour that leads to a failure to provide services which are necessary such as withdrawing basic necessities as forms of punishment, failing to assess and respond to changes in health status and refusing or withdrawing physical or emotional support.

Harassment is defined as but not limited to any unwanted physical or verbal conduct that offends or humiliates, including gender-based harassment. It can be a single incident or several incidents over time. It includes threats, intimidation, display of racism, sexism unnecessary physical contact, suggestive remarks or gestures, offensive pictures or jokes. Harassment will be considered to have taken place if a reasonable person ought to have known that the behaviour was unwelcome.

Procedures

A person who experiences, witnesses or reasonably believes that abuse, neglect or harassment has occurred shall report the incident to the Registrar and General Counsel, or designate. The Registrar and General Counsel or designate will conduct a fair and timely investigation into the reported incident, while respecting the privacy of the affected individuals as much as possible.

Resolution of an incident may include, but is not limited to, conflict resolution and alternative dispute resolution, counselling, suspension or dismissal.

All elements of the incident, including but not limited to the complaint or report of abuse, neglect or harassment, the investigation and the resolution shall be documented and stored in a secure and confidential manner.

Legislative Context

All incidences relating to abuse, neglect and harassment shall be addressed in accordance with the applicable Canadian and/or Ontario legislation, including but not limited to:

- *Regulated Health Professions Act, 1991*
- *Criminal Code of Canada, 1995*
- *Human Rights Code, 1990*
- *Employment Standards Act, 2000*
- *Occupational Health and Safety Act, 1990*
- *the laws relating to libel, slander and defamation*

Declaration

I acknowledge that I have received and read the abuse policy and/or have had it explained to me. I understand that it is my responsibility to abide by all the rules contained in this policy and to report any incidents of abuse as set forth in this policy.

Signature:

Witness:

Date:

UNDERTAKING TO THE CCO REGISTRAR FROM ELECTED MEMBERS OF CCO COUNCIL

College of Chiropractors of Ontario (CCO)

Version Date: May 1, 2019
Amended: February 27, 2019

*Note to elected members of CCO Council: **Initial** the box/boxes that apply. Leave blank box/boxes that do not apply and provide an explanation on a separate page.*

I, _____, elected member of CCO Council in District _____, undertake to the Registrar as follows:

1. (a) My primary practice of chiropractic is located in the electoral district for which I was nominated.

– OR –

OR

(b) I am not engaged in the practice of chiropractic and my primary residence is located in the electoral district for which I was nominated.

2. I am 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.
- in default in completing and returning any form required by CCO.
- the subject of a disciplinary or incapacity proceeding.
- 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 AFC, OCA, CCA, CCPA, CCEB, CSCE or the Council on Chiropractic Education (Canada) of the FCC¹.
- 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.
- a member of the Council or of a committee of the college of any other health profession.

3. If applicable, I have attached to this undertaking a copy of all letters of resignation from my position as an employee, officer or director of any professional chiropractic association or an officer, director or administrator of any chiropractic educational institution such that a real or apparent conflict of interest may arise.

4. If applicable, I have taken all reasonable and necessary steps to ensure I am not reflected in any documents or on any websites as an employee, officer or director of any professional chiropractic association or an officer, director or administrator of any chiropractic educational institution such that a real or apparent conflict of interest may arise.

¹ The effective date on which the candidate must not be an employee, officer or director of any professional chiropractic association, or an officer, director or administrator of any chiropractic educational institution such that a real or apparent conflict of interest may arise, is the closing date of nominations and any time up to and including the date of the election (i.e., before the election results are known). Copies of relevant letters of resignation must be filed with CCO, along with the candidate’s nomination papers. The candidate should take all reasonable and necessary steps to ensure he/she is not reflected in any documents or on any websites as an employee, officer or director of any professional chiropractic association, or an officer, director or administrator of any chiropractic educational institution, such that a real or apparent conflict of interest may arise.

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5. I undertake to maintain all confidentiality within the election process, including but not limited to, maintaining confidentiality with respect to which members voted or did not vote and which members may have submitted spoiled ballots.

6. I have **not**:

- been disqualified from the Council or a committee of the Council in the previous three years.
- served on Council for nine consecutive years without a full three-year term passing since I last served on Council.
- been a member of the staff of the College at any time within the preceding three years.

7. A finding of professional misconduct, incompetence or incapacity has not been made against me in the preceding three years.

8. I confirm I have reviewed my active personal and business communications, including those on social media, and there is no current content that could embarrass CCO or give cause to consider that I am unable or unwilling to comply with CCO’s mission, vision, values strategic objectives and by-laws, and the duty to be fair and impartial in all considerations.

9. I undertake to:

- review and comply with CCO’s Code of Conduct, CCO Internal Policy I-015: Policy to Avoid Abuse, Neglect and Harassment, CCO’s mission, vision, values and strategic objectives, and standards of practice, policies and guidelines,
- review CCO’s orientation material and attend any relevant training workshop,
- participate in CCO’s Peer and Practice Assessment Program within six months of my election (if I have not already been peer assessed by that time), and
- participate as a member of a discipline panel or fitness to practice panel if selected by the Chair of the Discipline or Fitness to Practise Committee.

10. I confirm that I have access to and agree to use the following confidential e-mail address for any and all CCO matters:

11. I **confirm** all the information in this undertaking is accurate, complete and true.

12. I further undertake to advise the Registrar forthwith of any change in the above-noted statements.

13. I understand it is an act of professional misconduct to fail to comply with an undertaking to the Registrar.

Elected Member’s Name Elected Member’s Signature Date

Witness’ Name Witness’ Signature Date