

College of Chiropractors of Ontario's DEI Audit and Recommendations
APPROVED BY COUNCIL – APRIL 20, 2022

The College Performance Measurement Framework (CPMF) has included areas of reporting that reference Diversity, Equity and Inclusion (DEI). As a result, CCO has undertaken an audit of current DEI practices to identify gaps and make recommendations for short- and long-term goals for DEI.

BACKGROUND

There are three areas of CPMF reporting that relate to DEI:

1. Ongoing training provided to Council and committee members informed by evolving public expectations including Diversity, Equity and Inclusion.
2. Council code of conduct and conflict of interest policies that reflects emerging initiatives (e.g. Diversity, Equity and Inclusion).
3. The College has a Diversity, Equity and Inclusion Plan (DEI) plan. The DEI plan is reflected in Council's strategic planning activities and appropriately resourced within the organization to support relevant operational initiatives (e.g. DEI training for staff). The College conducts Equity Impact Assessments to ensure that decisions are fair and that a policy, or program, or process is not discriminatory.

As a result of the new reporting requirements, CCO is in the process of developing a DEI plan. To do that, we have examined the policies, procedures, and practices of CCO currently, to determine where we have strengths, where we have weaknesses and areas that are on the right track yet require further development.

In the section below, we have identified some ways in which DEI has been incorporated. We believe it is important to highlight some of the initiatives and efforts that CCO has already undertaken, and which reflect the commitment of CCO towards diversity, equity and inclusion.

IMPLEMENTATION OF DEI, TO DATE

Guideline G-001: Communication with Patients (February 6, 2018)

- Members are to be sensitive to those with language difficulties and to provide an interpreter, when necessary
- Members are to talk directly to a patient when working with an interpreter or any support staff

Guideline G-009: Code of Ethics (February 26, 2020 - came into effect April 15, 2020)

- Chiropractors shall render care to those who seek it, without discrimination on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, socio-economic status or disability

Guideline G-011: Accommodation of Human Rights and Disabilities (September 15, 2016)

- To encourage members to foster an environment in which the rights, autonomy, dignity, and diversity of all patients are respected;
- To outline members' obligations under the Ontario Human Rights Code, 1990, (the Code) and Accessibility for Ontarians with Disabilities Act, 2005 (AODA) to:
 - provide health care services without discrimination; and
 - accommodate patients who may face barriers to accessing care

Policy P-057: Accessibility Policy (November 30, 2017)

- The College of Chiropractors of Ontario (CCO) is committed to providing inclusive and responsive services, in accordance with the Ontario Human Rights Code, 1990, the Accessibility for Ontarians with Disabilities Act, 2004, that accommodates applicants, members of CCO and members of the public with disabilities in accessing CCO services.

Competencies for Council and Committee Members (November 25, 2021)

- The experience and background of Council and committee members should complement each other and represent the diversity of practice in Ontario.
- Council and committee members should demonstrate a commitment to diversity and inclusion.

Committee Specific DEI Efforts

- The newly developed Risk Assessment Framework for the ICRC is based on the principle of transparency, fairness, accountability.
- As part of the Return to Practice, following a discipline suspension, members can select a mentor of their choosing.

Partnership of Care - Patient's Charter of Rights and Responsibilities (April 26, 2017)

- Available in nine (9) languages.

Peer Assessor Workshop, 2022

- Each year, CCO hosts a Peer Assessor Workshop whereby assessors are briefed on new and/or updated standards, policies, and guidelines, as well as learn about current CCO initiatives.
- During the last workshop, which was held on January 29, 2022, assessors were briefly introduced to DEI in relation to white privilege and race. Also, assessors were notified of the requirements made during a recent discipline hearing. As soon as the member is to return to practice, they are to enter a mentoring program approved of by the Registrar with a CCO member in good standing who has been approved of in advance by the Registrar. The mentor will review and evaluate the member's practice and billings and provide written reports to the Registrar at a frequency determined by the Registrar.

Self-Assessment 2.0

- The Quality Assurance Committee is currently working on a new self-assessment tool for its professional members, set to be launched at the beginning of the next CE cycle. With this tool, members will be asked to reflect on what steps they have taken and plan to take to incorporate DEI training as part of their continued education.

Training/Consultations

- CCO's staff have attended DEI workshops hosted by CNAR, HPRO and CCA.

- Staff also attended in-house fire training to ensure that in the event of a fire, staff understood their fire plan obligations to those with various accessibility/mobility issues.

Office Design


- CCO consulted with a third-party to ensure its current premises is physically accessible to those requiring barrier free environments.

RECOMMENDATIONS FOR FUTURE DEVELOPMENT

After completing an audit of CCO’s current DEI efforts, and conducted interviews, we have created a plan inclusive of Short-term and Longer-term recommendations.

Short-term (0-6 months)

STANDARDS, POLICIES, AND GUIDELINES	Language	<ul style="list-style-type: none"> • Use language that is “people first” (e.g. instead of using the term “an autistic person”, use the term “person with autism”) • Use language that is strengths-based and focuses on one’s ability rather than their disability • Remove cisgender pronouns (e.g. “he/she”) and replace with nonbinary pronouns (e.g. “they/them”)
	Handouts/printouts	<p>Those with low vision:</p> <ul style="list-style-type: none"> • Option for larger font documents • Option to have documents available in formats that are conducive to audio conversion • Option for high contrast slides for committee meeting packages
	Committees	<ul style="list-style-type: none"> • Conduct a yearly review of standards, policies, and guidelines and ensure they are adhering to aspects pertaining to DEI
TRAINING		<ul style="list-style-type: none"> • Ask Council, Committee Members, and staff what they would like to receive with respect to DEI training. • Provide ongoing training for Council, Committee Members, and staff on various topics related to DEI.
DEI COMMITTEE		<ul style="list-style-type: none"> • Establish a committee of well-informed individuals to guide Council and members regarding issues related to DEI. • Include on this committee, external parties with lived experience, specifically an Indigenous consultant.
AWARENESS		<ul style="list-style-type: none"> • Start all council meetings with a land acknowledgement. • Post a land acknowledgement on the CCO website. • Post an annual DEI Calendar in the CCO Offices. • Acknowledge diversity in our workplace by celebrating international days of recognition during staff meetings.

		<ul style="list-style-type: none"> • Include the Canadian Native Flag and LGBTQ+ Flag alongside the Canadian or Ontario Flag, if/when they are used. 
WRITTEN COMMUNICATION		<ul style="list-style-type: none"> • Review the Conflict of Interest and Code of Conduct with a DEI lens. • Remove cisgender pronouns (e.g. “he/she”) and replace with nonbinary pronouns (e.g. “they/them”) • Remove traditional marriage titles (Ms./ Mr./ Miss) when referring to Public Council Member. • Expand Partnership of Care document to reference expectation of DEI.
COUNCIL and COMMITTEE MEMBER		<ul style="list-style-type: none"> • Provide a recommendation to the public appointments office to consider appointing a French speaking public member to Council. • Include the following general direction to the Discipline Committee Chair: <ul style="list-style-type: none"> • When selecting panels for discipline hearings, the Discipline Committee Chair is encouraged to consider the skills and abilities of all potential panel members and to reflect CCO’s commitment to Diversity, Equity and Inclusion wherever practicable. All adjudicators must continue to meet the core requirements of impartiality, independence and integrity. • Include an optional, open ended question on applications, for non-council committee members to answer: <ul style="list-style-type: none"> • “CCO is committed to Diversity, Equity and Inclusion – please include any information you feel comfortable disclosing that would be relevant to CCO’s consideration of your application”. • Include a mandatory question on applications for non-council committee members to answer: <ul style="list-style-type: none"> • “Are you bilingual in both of Canada’s Official Languages (English and French)?”

Long-term (6-12 months)

MEETINGS/ HEARINGS	Those with low hearing: <ul style="list-style-type: none"> • Provide closed captioning during meetings • Option for hearings to be held in French • Option for interpretation (e.g. another language, ASL)
WEBSITE	Those with low vision: <ul style="list-style-type: none"> • Option to view the website in high contrast • Option to convert text into audio Those with cognitive disabilities: <ul style="list-style-type: none"> • Use language that can be understood by all members of the public
AWARENESS	<ul style="list-style-type: none"> • Create a reporting mechanism so CCO is aware of DEI initiatives undertaken by Members within their community.

Other DEI suggestions to consider:

- Provide one paid working day per year for each staff member to spend volunteering at a charity of their choice.
- Organize a staff outing to prepare and serve a meal at Covenant House, sort food at Daily Bread Food Bank, etc.¹

INTERVIEWS

Anuli Ausbeth-Ajagu, CCO Public Council Member, Chair of Patient Relations, and Member of the ICRC

Anuli Ausbeth-Ajagu has a varied and fascinating career – she is a certified Human Resource Leader, Professor and Author, an Ordained Minister, among many other things. She founded the organization, Youth and Gender Network (YGN), that serves as a platform for empowerment, inspiration, advocacy and development of womenfolk and youths in Nigeria. YGN has organized several national youth summits as part of its effort to developing the capacity of the future leaders and promoting peaceful coexistence and nation building. YGN has consistently made remarkable changes in the Nigerian nation as bridge builders, positive change agents, and development advocates. As an author, Anuli promotes the rights of African woman, and highlights the oppression and discrimination that exists in Nigeria. Since its publication, Anuli’s book continues to be a resource in numerous schools. Anuli is starting her Doctorate of Business Administration at Royal Roads University, where she hopes to research black-owned business to determine whether there are systemic challenges for racial minorities to own a successful business in Canada. The focus of her doctorate is on the gaps to success and the cause of those gaps and her goal is to create qualitative Canadian research that can be leveraged in the future by a variety of users.

Markus de Domenico - CCO Public Council Member and Member of the Discipline Committee

Markus de Domenico has been a Trustee with the Toronto Catholic District School Board (TCDSB) since 2018. During his time as Trustee, the Board implemented the raising of the Pride flag and Pride Month, for the first time in June 2021. As one of the largest publicly funded Catholic school boards, TCDSB asked themselves, “What is in the best interest of the students?” when it comes to LGBTQ2S+ issues.

¹ In some instances, there is an associated cost to an event like this.

Their answer was to be welcoming and accepting of *all* its members, as well as providing education about the LGBTQ2S+ community. For this reason, the Board of Trustees agreed that it was ethically and morally necessary for the Board to accept the human rights of all people, while still acknowledging everyone's personal experience with God.

Jarrold Goldin - CCO Council Member and Chair of the Advertising Committee

Dr. Jarrod Goldin spearheaded CMCC's satellite clinic at Anishnawbe Health Toronto (AHT). Although chiropractic services are no longer available at AHT, the teachings and practices experienced by Dr. Goldin are still of great meaning to him today. He has developed an appreciation for different kinds of medicine and embraces the integration of one's cultural needs with respect to chiropractic care. Through AHT and his personal experiences as a South African of Jewish descent, Dr. Goldin believes that cultural awareness is important for any member of the profession. He urges each member to be aware that one's history may have played a role in their current circumstance. He also asks members to consider familiarizing themselves with marginalized groups within their community and look for ways to serve them better. One of his key messages to members is for them to go out into the community and SERVE – to hold outreaches, consider their fee structure for those who would otherwise not be able to afford chiropractic care, etc.

Robyn Gravelle – CCO Council Treasurer, and Chair of both the Fitness to Practise Committee and the Quality Assurance Committee.

Robyn Gravelle's background academically is in Health Policy where she studied social determinants of health, and healthcare inequality and inequities related to access to perinatal care for refugee women. A large part of her career has been in social services (public housing specifically) where she has worked with a diverse group of individuals from visible minority communities. Additionally, she has been involved in employer-led initiatives for women in leadership programs, Indigenous engagement strategies and inclusive spaces through a DEI employer group. Robyn believes that there must be meaningful engagement in order to develop a successful DEI program and she feels that involving individuals with lived experience is one of the ways to do that.

Zoe Kariunas - CCO Public Council Member and Member of the Quality Assurance Committee

As a professional in developmental services currently with Developmental Services Ontario Toronto Region as a Housing Navigator supporting individuals and families to access services and resources, Zoe Kariunas shared with us insights regarding diversity, equity and inclusion for people with varying abilities. She brought to light the intersectionality of socioeconomic, race, and gender identity of people with invisible disabilities which often results in marginalization. When discussing accessibility, Zoe Kariunas highlighted that many people are able to create accommodations for those with visible disabilities, yet accommodations those with invisible disabilities are often missed. She encourages one to embrace all levels of ability and think to oneself how all people can be accommodated in order to meaningfully contribute from lived experiences.

Robert MacKay - Former CCO Council President and Current Member of the Discipline Committee

Robert MacKay spent years advocating for people living with HIV during his time with HIV & AIDS Legal Clinic Ontario (HALCO), a charitable non-profit community-based legal clinic that provides free legal assistance to people living with HIV/AIDS. Here, he provided support to numerous people who found themselves in discriminatory situations because of their medical diagnosis. As a guest lecturer with HALCO, Robert's role was to provide information sessions to various groups where he was able to educate people on what he has coined, the Trilogy of Long-Term Survival with HIV. His lectures were so well received that he was invited to be a guest lecturer for most of Ontario AIDS Network's (OAN) 30+ member agencies, and for CATIE, a national health information organization.

Dennis Mizel – CCO Council President and Member of the Discipline and Fitness to Practise Committees.

Quest Community Health Centre's Volunteer Chiropractic Program was developed in 2013, which was when Dr. Mizel began volunteering for this initiative. The program provides access to a range of health care providers which patients could otherwise not afford while waiting for access to OHIP coverage. This program has proven especially helpful for people with active pain, who have experienced trauma or addiction, and/or who have specialized mental health needs. Through this service, the volunteer chiropractic team members complete an assessment and develop individualized care plans. Quest CHC normalizes free services for clients. Dr. Mizel believes that his time working with Quest CHC's clients has taught him the importance of communication and trust, and compassion, empathy and understanding, between a patient and a practitioner.

Kelly Malcolm – Staff Member and Investigator

In the fall of 2021, Kelly Malcolm launched the Toronto Chapter of The Fresh Start Project (TFSP). TFSP partners with local shelters to identify families that need support and works mostly with single women and their children. The purpose of TFSP is to help families make an easier transition from a shelter to their own apartment, feeling supported by their community, by providing basic household and personal items, to create a place that feels like home. Each client requests items that would help give them the foundation to make their day-to-day living (and the first couple months in their new home) easier, helping ease the financial burden and stress levels. This is only possible with a large team of volunteers who donate items and/or their time each month. Kelly feels this work enables the team to appreciate the strength, determination, and persistence of these women who, despite adversity and barriers, work to make a better life for themselves and their children.

ADDITIONAL INFORMATION

Below is a list of potential organizations that may provide training to Council, committee members and Staff to further their knowledge of specific DEI issues.

Indigenous awareness and cultural sensitivity	<p>Bear Standing Tall and Association https://www.bearstandingtall.com/</p> <ul style="list-style-type: none"> • Toronto-based company dedicated to “creating bridge between Indigenous and Non-Indigenous nations”
	<p>Native Canadian Centre of Toronto https://ncct.on.ca/</p> <ul style="list-style-type: none"> • Toronto-based organization that hosts a variety of workshops and activities based on Indigenous teachings and traditions
LGBTQ2S+ awareness and educational	<p>Sherbourne Health https://sherbourne.on.ca/</p> <ul style="list-style-type: none"> • Toronto-based health care clinic that serves many groups, including LGBTQ2S+ community
	<p>Mr. Robert MacKay</p> <ul style="list-style-type: none"> • With further guidance from CCO regarding its needs, Mr. MacKay has offered to provide CCO with contacts of those may be able to conduct seminars based on LGBTQ2S+ issues, as well as other topics surrounding DEI
Abilities Awareness	<p>Abilities Centre LEAD Canada™ Abilities Centre Whitby</p> <ul style="list-style-type: none"> • An internationally renowned, innovative community hub that offers a program, LEAD (Leading Equitable and Accessible Delivery) to help organizations understand and embrace inclusion and accessibility into strategic planning, daily operations, programming, and organizational culture

It might also be worth reaching out to other Colleges who are further along in their DEI journey (i.e. College of Nurses of Ontario) and who may be able to provide recommendations for DEI Consultants who are familiar with the world of Health Regulators.