

**COLLEGE OF CHIROPRACTORS OF ONTARIO**



**ELECTRONIC INFORMATION PACKAGE FOR  
COUNCIL INTERNAL ELECTIONS VIRTUAL MEETING  
FRIDAY, AUGUST 14, 2020 – 8:30 A.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**

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### **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*

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# 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

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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 interests<sup>1</sup>;
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;<sup>2</sup>

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<sup>1</sup> 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.

<sup>2</sup> 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 stakeholder<sup>3</sup> on behalf of CCO, including on social media, unless authorized by Council<sup>4</sup>;
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: \_\_\_\_\_

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

<sup>4</sup> 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**

1. In this Schedule, "member" means a council member.
2. Each agenda topic will be introduced briefly by the person or committee representative raising it. Members may ask questions of clarification, then the person introducing the matter shall make a motion and another member must second the motion before it can be debated.
3. When any member wishes to speak, he or she shall so indicate by raising his or her hand and shall address the chair and confine himself or herself to the matter under discussion.
4. Staff persons and consultants with expertise in a matter may be permitted by the chair to answer specific questions about the matter.
5. Observers at a council meeting are not allowed to speak to a matter that is under debate.
6. A member may not speak again on the debate of a matter until every council member who wishes to speak to it has been given an opportunity to do so. The only exception is that the person introducing the matter or a staff person may answer questions about the matter. Members will not speak to a matter more than twice without the permission of the chair.
7. A member may not speak longer than five minutes upon any motion except with the permission of 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 of 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 a motion is on the floor, a member shall make every effort to be present and to remain in the room.
11. When it appears to the chair that the debate in a matter has concluded, when Council has passed a motion to vote on the motion or when the time allocated to the debate of the matter has concluded, the chair shall put the motion to a vote and no further debate is permitted.



12. A member is not entitled to vote upon any motion in which he or she has a conflict of interest, and the vote of any member so interested will 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 chair is of the opinion that a motion offered to the Council is contrary to these rules or the by-laws, he or she shall rule the motion out of order and give his or her reasons for doing so.
15. The chair shall preserve order, etiquette and decorum, and shall decide questions of order, which include addressing any distractions that interfere with the business of the meeting, subject to an appeal to the Council without debate.
16. The above rules may be relaxed by the chair if it appears that greater informality is beneficial in the particular circumstances unless the Council requires strict adherence.
17. Members are not permitted to discuss a matter with observers while it is being debated.
18. Members are to be respectful, courteous and professional while others are speaking.
19. In all cases not provided for in these rules or by other rules of Council, the current edition of Robert's Rules of Order shall be followed so far as they may be applicable.

## List of Commonly Used Acronyms at CCO

as at September 2017

Acronym	Full Name
ADR	Alternative Dispute Resolution
AFC	Alliance For Chiropractic (formerly CAC)
BCCC	British Columbia College of Chiropractors
BDC	Board of Directors of Chiropractic
CAC	Chiropractic Awareness Council
CCA	Canadian Chiropractic Association
CCEB	Canadian Chiropractic Examining Board
CCEC	Council on Chiropractic Education (Canada)
SCERP	Specified Continuing Education or Remediation Program
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
CNO	College of Nurses of Ontario
<i>Code</i>	<i>Health Professions Procedural Code, Schedule 2 to the RHPA</i>
CONO	College of Naturopaths of Ontario
CPGs	Clinical Practice Guidelines
CPSO	College of Physicians and Surgeons of Ontario
CRC	Chiropractic Review Committee
DAC	Designated Assessment Centre
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
FHRCO	Federation of Health Regulatory Colleges of Ontario
<i>HARP</i>	<i>Healing Arts Radiation Protection Act</i>
<i>HIA</i>	<i>Health Insurance Act</i>
HPARB	Health Professions Appeal and Review Board
HPRAC	Health Professions Regulatory Advisory Council
ICRC	Inquiries, Complaints & Reports Committee
LSUP	Law Society of Upper Canada
MESPO	Model for the Evaluation of Scopes of Practice in Ontario
MOHLTC	Ministry of Health and Long-Term Care
MTCU	Ministry of Training, Colleges and Universities
NBCE	National Board of Chiropractic Examiners
OCA	Ontario Chiropractic Association
ODP	Office Development Project
OFC	Office of the Fairness Commissioner
OHIP	Ontario Health Insurance Plan
<i>PHIPA</i>	<i>Personal Health Information Protection Act</i>
<i>PPA</i>	<i>Protecting Patients Act, 2017</i>
<i>PIPEDA</i>	<i>Personal Information and Protection of Electronic Documents Act</i>
<i>RHPA</i>	<i>Regulated Health Professions Act, 1991</i>
UQTR	Université du Québec à Trois-Rivières
WHO	World Health Organization
WSIB	Workplace Safety and Insurance Board





**SPECIAL COUNCIL MEETING**

**Friday, August 14, 2020 (8:30 a.m. – 1:00 p.m.)** <sup>1</sup>

**Virtual Meeting using Zoom Platform  
(During COVID-19 Pandemic)**

**AGENDA – Internal Elections** <sup>2</sup>

**Invited Guests**

Erica Richler, Steinecke Macirua LeBlanc, Scrutineer for elections

**Attendees**

**Council Members**

Ms Jo-Ann Willson, Registrar and General Counsel  
Mr. Joel Friedman, Director of Policy and Research  
Ms Andrea Szametz, Recording Secretary

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS IF DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
		<b>CALL TO ORDER</b>		Mizel	<b><u>High</u></b>	<b><u>8:30 a.m.</u></b>
		<b>Parliamentarian</b> <sup>5</sup>		All members	<b><u>Medium</u></b>	
		<b>2. Adoption of Agenda</b>	<b>Adopt</b>	<b>Council</b>	<b><u>High</u></b>	

<sup>1</sup> Subject to Council's direction. Difficult to predict total time given this will be CCO's first virtual elections.

<sup>2</sup> If you would like the complete background documentation relating to any item on the agenda, please speak to Dr. Mizel, President and Ms Willson (subject to confidentiality provisions).

<sup>3</sup> Subject to Council's direction.

<sup>4</sup> Approximate (subject to Council's direction).

<sup>5</sup> Council members to act as their own parliamentarian i.e. being familiar with and complying with the rules of order rather than formal appointment of Parliamentarian.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS /F DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
		2.1 Conflict of Interest	Review/ Declare any real or perceived conflicts of interest as agenda item reached	Council	<u>High</u>	
		3. By-laws/ Policies/Guidelines <sup>6</sup>				
	9	3.1 By-law 11: Committee Composition <sup>7</sup>	Approve	Council	<u>High</u>	
	11	3.2 By-law 7: Elections (Within Council), By-law 11: Committee Composition, By-law 12: Appointment of Non-Council Members	FYI			
	22	3.3 Policy I-014: Procedures for Striking and Dissolving Sub-committees, IG-001: Procedures for use of Email for CCO Business	FYI			
	26	3.4 Policy P-011: Conflict of Interest for Council and Committee Members and Potential Committee Conflict Considerations	FYI			
	34	3.5 Committee Compositions (current and historical)	FYI			

<sup>6</sup> By-laws and policies to be reviewed and subject to future amendments approved by Council. Urgent by-law consideration is approval of increase in public member representation on committees to be more consistent with best practice of close to 50/50 split between elected and public members.

<sup>7</sup> Increases public member representation on CCO committees.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS /# DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
		<b>4. Council Elections</b> <sup>8 9 10</sup>	Appoint Scrutineers/ Conduct Elections	Willson/ Council	<b>High</b>	
		<i>CCO Council Members on Committees</i>	Elect	Council	<b>High</b>	
	<b>56</b>	4.1 Committee Composition Worksheet	FYI			
	<b>58</b>	4.2 Committee Compositions and Mandates	FYI			
		<i>Non Council Committee Members</i> <sup>11</sup>	Elect	Council	<b>High</b>	
	<b>67</b>	4.3 Various communications to noncouncil committee applicants	FYI			
		<i>Expressions of Interest from Current Non-Council Committee Members</i>				
	<b>75</b>	4.4 Dr. Daniela Arciero (Discipline)				
	<b>89</b>	4.5 Dr. Liz Gabison (Discipline)				
	<b>106</b>	4.6 Dr. Steve Gillis (ICRC)				
	<b>117</b>	4.7 Dr. Coleen Patrick (Discipline)				
	<b>131</b>	4.8 Dr. Janine Taylor (Advertising)				
	<b>139</b>	4.9 Dr. Nicole Thornicroft (Patient Relations)				
	<b>153</b>	4.10 Dr. Murray Townsend (Discipline)				
	<b>162</b>	4.11 Dr. Matt Tribe (Discipline)				

<sup>8</sup> Mr. Joel Friedman, Director of Policy and Research, will review the technology to be used for virtual voting.

<sup>9</sup> Dr. Cliff Hardick, former Council member and Treasurer, is continuing to chair what was previously called the Office Development Project.

<sup>10</sup> In Spring, 2021, an Election Review Committee will be composed to facilitate respectful, professional communication in the external elections (like the Election Review Committee chaired by external chair, Mr. Dan Faulkner in Spring 2020).

<sup>11</sup> Time permitting: each non-council committee applicant to be given up to two minutes to highlight which committee they are interested in and any relevant background information.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS /# DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
	<b>171</b>	4.12 Dr. Joel Weisberg (Quality Assurance)				
		<i>Expressions of Interest from other Members</i>				
	<b>179</b>	4.13 Dr. Liz Anderson-Peacock				
	<b>188</b>	4.14 Dr. Lindsay Bourque				
	<b>193</b>	4.15 Dr. Michelle Campbell				
	<b>202</b>	4.16 Dr. Stephen Lippitt				
	<b>211</b>	4.17 Dr. Larry McCarthy				
	<b>215</b>	4.18 Dr. Callum Peever				
	<b>221</b>	4.19 Dr. Ian Quist				
	<b>227</b>	4.20 Dr. Antonino Russo				
	<b>234</b>	4.21 Dr. Harald Simon				
	<b>247</b>	4.22 Dr. Carolyn Wood				
	<b>258</b>	4.23 List of Peer Assessors as at June 2020 <sup>12</sup>				
		<b>Chairs</b> <sup>13</sup>	<b>Elect</b>	<b>Council</b>	<b>High</b>	
		4.24 Motion to Destroy Election material including ballots	Motion	Council	<b>High</b>	
		<b>5. Confidentiality and Accountability</b> <sup>14</sup>	<b>Review/Return</b>	<b>Council</b>	<b>High</b>	
	<b>259</b>	5.1 Code of Conduct				
	<b>261</b>	5.2 Confidentiality Undertaking				
	<b>265</b>	5.3 Policy I-015: Zero Tolerance of Abuse, Neglect and Harassment				

<sup>12</sup> Council to determine the advisability of individuals being both a peer assessor and a non-council committee member (policy determination).

<sup>13</sup> 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 2021). Generally, committees meet approximately every 4 – 6 weeks before Council meetings to allow time for any recommendations to be prepared for Council’s review. All meetings should continue to address high priority matters only and should be conducted virtually pending further direction from government in view of the global pandemic.

<sup>14</sup> If you have not already done so, please forward signed and witnessed copies of these documents to Ms Rose Bustria, Administrative Assistant, asap. Thank you.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS /# DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
	268	5.4 Elected Member Undertaking				
		<b>6. Background Information</b>	FYI			
	270	6.1 Agenda for Elections May 1, 2019				
	273	6.2 Agenda for Elections June 17, 2020 (deferred)				
	279	6.3 Communications to Council from Dr. Mizel and Ms Willson re: Elections August 14, 2020 15	FYI			
		ADJOURNMENT				

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**By-law 11 – Committee Composition**

By-law	Current By-law	Proposed By-laws (changes underlined)	Rationale for Proposed Change
By-law 11.4	The Inquiries, Complaints and Reports Committee shall be composed of: (a) two members of Council who are members of CCO; (b) one member of Council appointed to Council by the Lieutenant Governor in Council; and (c) one member of CCO who is not a member of Council.	The Inquiries, Complaints and Reports Committee shall be composed of: (a) two members of Council who are members of CCO; (b) <u>two</u> 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.	This amendment increases the number of public members on the ICRC from one to two. This amendment will assist the ICRC in reaching quorum, particularly where there might be an appearance of bias. This amendment will also make it easier to ensure that there is a public member on every panel.
By-law 11.5	The Discipline Committee shall be composed of: (a) every member of Council; and (b) two or more members of CCO who are not members of Council.	The Discipline Committee shall be composed of: (a) every member of Council; and (b) <u>up to three members</u> of CCO who are not members of Council.	This amendment limits the number of non-Council members on the Discipline Committee to three. In the past large numbers of non-Council members have been appointed to the Discipline Committee thereby increasing costs (e.g., for training) even though they might never be placed on a hearing panel.
By-law 11.11	By-laws 8.19 to 8.22 (electronic meetings) applies to committee meetings.	By-laws <u>8.18</u> to 8.21 (electronic meetings) applies to committee meetings.	The cross-referencing is no longer current and should read “By-laws 8.18 to 8.21”. Again, this probably does not have to be addressed by Council, especially if proposed article 1.7 is enacted.

By-law	Current By-law	Proposed By-laws (changes underlined)	Rationale for Proposed Change
New By-law 11.12	New By-law	<p><u>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.</u></p>	<p>This proposed amendment would permit Council to appoint additional members to most committees to address workload issues or where committee members are likely to be disqualified by an appearance of bias. Exceptions are made for the Executive Committee and the Discipline Committee.</p>
New By-law 11.13	New By-law	<p><u>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.</u></p>	<p>The College has long had a tradition of appointing alternative committee members for some committees. This amendment formalizes the practice. The provision indicates that such a person can substitute for a person who is otherwise on the committee but who is unable for any reason to participate.</p>

**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)*

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- 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 council members 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 of a statutory or non-statutory committee becomes vacant, the Executive Committee shall appoint a chair 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) preparing agendas for the meetings of Council and meetings of the Executive Committee and submitting such agendas to the president for approval;

- (b) keeping a record of matters that the Council has referred to the committees;
- (c) having custody and care of the records and documents of the Council;
- (d) giving or causing to be given notice of all council meetings and statutory and non-statutory committees; and
- (e) performing all acts and deeds pertaining to his/her office and such other acts and deeds as may be decided by Council.

7.28 In preparing agendas for the meetings of Council, the secretary shall include a period during which council members may raise for discussion topics relevant to the affairs of CCO.

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 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)*

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- 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) one member 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) two or more 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 8.19 to 8.22 (electronic meetings) applies to committee meetings.



## **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)*

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- 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 their primary practice of chiropractic located in Ontario, or if the member is not engaged in the practice of chiropractic, has their 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 three years;
- (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 three 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.

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## 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**

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### 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;

- 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.

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## PROCEDURES FOR USE OF EMAIL FOR CCO BUSINESS

**CCO Internal Guideline: IG-001**  
**Executive Committee**  
**Approved by Council: November 29, 2018**

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### 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.
- 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.

**POLICY  
P-011**

**ITEM 3.4**

**Conflict of Interest for  
Council and Committee  
Members**

Executive Committee  
Approved by Council: February 18, 1995  
Amended: November 15, 1996, November 26, 2004,  
September 11, 2007, June 16, 2016,  
November 29, 2018

**26**

*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 gain ;
- 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 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:
  - o on matters or opinions related to CCO without the authorization of CCO, or
  - o messages inconsistent with CCO's mandate; or
- engage in legal proceedings against CCO.

#### **Conflicts of Interest Involving Inquiries, Complaints and Reports**

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**

- 4 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.

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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.

# Committee Conflicts - June 2020

College of Chiropractors Elections - Committee Conflicts		
Conflict	Degree of Conflict	Discussion
ICRC & Core Discipline	Serious*	ICRC refers cases to this committee for neutral adjudication, so chair and core members should not overlap
ICRC & Core FTP	Serious*	ICRC refers cases to this committee for neutral adjudication, so chair and core members should not overlap
ICRC & Quality Assurance	Moderate**	QA refers matters to the ICRC, knows privileged info, and the ICRC is a small committee with little capacity to disqualify members
Advertising & ICRC	Moderate**	The same advertising issue may come before both committees and the ICRC is a small committee
PRC & ICRC / Core Discipline	Moderate**	PRC approves funding requests which funding cannot be disclosed to other committees dealing with sexual abuse concern

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

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



MEMORANDUM

APPROVED BY COUNCIL: NOVEMBER 28, 2019

**To:** Executive Committee

**From:** Ms Jo-Ann Willson, Registrar and General Counsel  
Mr. Joel Friedman, Director, Policy and Research

**Date:** January 28, 2020

**Re:** Conflict of Interest Identifications (approved by Council: November 28, 2019)

Committee	Conflict or Perceived Conflict of Interest Identifications	Remedy
Registration Committee	<ul style="list-style-type: none"><li>Identify potential conflicts in the development of the Legislation and Ethics examination or other entry to practice or examination requirements</li></ul>	No faculty of an accredited chiropractic college on the Registration Committee
Quality Assurance Committee	<ul style="list-style-type: none"><li>Identify potential conflicts in discussion/approving continuing education requirements by providers of CE</li><li>Identify conflicts in the development of standards of practice which relate to some diversity; identify appropriate parameters</li></ul>	A maximum of one faculty of an accredited chiropractic college on the Quality Assurance Committee
Inquiries, Complaints and Reports	<ul style="list-style-type: none"><li>Identify best practices to include composition of complaints panels to include at least one member in clinical practice</li><li>Identify prohibition of individuals who have direct teacher/student or other professional relationship (current or recent past)</li></ul>	A maximum of one faculty of an accredited chiropractic college on the Inquires, Complaints and Reports and Discipline Committee (not Chair)

Committee	Conflict or Perceived Conflict of Interest Identifications	Remedy
Discipline and Fitness to Practise Committee	<ul style="list-style-type: none"> <li>• Identify best practices to include composition of discipline and fitness to practise panels to include at least one member in clinical practice</li> <li>• Identify prohibition of individuals who have direct teacher/student or other professional relationship (current or recent past)</li> </ul>	A maximum of one faculty of an accredited chiropractic college on a Discipline or Fitness to Practise panel
Executive	<ul style="list-style-type: none"> <li>• Selection of winner of Harold Beasley Award</li> </ul>	Faculty excused from selection of Harold Beasley Award
Council	<ul style="list-style-type: none"> <li>• Ensure geographical diversity of Council composition</li> <li>• Leadership seen to have a diversity in view of profession</li> </ul>	Not as Chair/President

There may be other examples referenced in some of the documents included in the strategic planning information package (such as the Cayton Report).

**COLLEGE OF CHIROPRACTORS OF ONTARIO  
COMMITTEE COMPOSITION**

**COUNCIL MEMBERS****Elected Members**

Dr. Dennis Mizel, *President*  
 Dr. Gerard Arbour  
 Dr. Colin Goudreau  
 Dr. Sarah Green  
 Dr. Paul Groulx  
 Dr. Steven Lester  
 Dr. Janit Porter  
 Dr. Frazer Smith  
 Dr. Michael Staffen

**Appointed Members**

Mr. Rob MacKay, *Vice President*  
 Ms Robyn Gravelle, *Treasurer*  
 Ms Georgia Allan  
 Mr. Gagandeep Dhanda  
 Mr. John Papadakis  
 Mr. Amandeep Singh

**STATUTORY COMMITTEES UNDER THE *REGULATED HEALTH PROFESSIONS ACT, 1991*****Executive**

Dr. Dennis Mizel, *Chair*  
 Mr. Rob MacKay, *Vice Chair*  
 Ms Robyn Gravelle, *Treasurer*  
 Dr. Sarah Green  
 Dr. Paul Groulx  
 Ms Georgia Allan  
*Public Member – Vacant*  
 Mr. Joel Friedman, *staff support*  
 Ms Jo-Ann Willson, *staff support*

**Inquiries, Complaints & Reports**

Dr. Sarah Green, *Chair*  
 Dr. Michael Staffen  
 Ms Georgia Allan  
 Dr. Steve Gillis, *non-Council*  
 Mr. John Papadakis, *alternate*  
 Ms Christine McKeown, *staff support*  
 Ms Tina Perryman, *staff support*

**Discipline<sup>1</sup>**

*Chair - Vacant*  
 Dr. Colin Goudreau  
 Dr. Paul Groulx  
 Dr. Steven Lester  
 Mr. Rob MacKay  
*Public Member – Vacant*  
 Dr. Daniela Arciero, *non-Council*  
 Dr. Liz Gabison, *non-Council*  
 Dr. Colleen Patrick, *non-Council*  
 Dr. Brian Schut, *non-Council*  
 Dr. G. Murray Townsend, *non-Council*  
 Dr. Matt Tribe, *non-Council*  
 Ms Jo-Ann Willson, *staff support*

**Fitness to Practise**

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

**Patient Relations**

*Chair - Vacant*  
 Dr. Steven Lester  
 Mr. John Papadakis  
*Public Member – Vacant*  
 Dr. Angela Barrow, *non-Council*  
 Dr. Nicole Thornicroft, *non-Council*  
 Mr. Joel Friedman, *staff support*  
 Ms Jo-Ann Willson, *staff support*

**Quality Assurance**

Dr. Paul Groulx, *Chair*  
 Dr. Gerard Arbour  
 Mr. Rob MacKay  
*Public Member – Vacant*  
 Dr. Joel Weisberg, *non-Council*  
 Mr. Joel Friedman, *staff support*  
 Dr. Bruce Walton, *staff support*  
 Ms Jo-Ann Willson, *staff support*

**Registration**

Dr. Paul Groulx, *Chair*  
 Dr. Colin Goudreau  
 Ms Georgia Allan  
 Mr. John Papadakis  
 Mr. Gagandeep Dhanda, *alternate*  
 Ms Madeline Cheng, *staff support*  
 Ms Jo-Ann Willson, *staff support*  
 Mr. Joel Friedman, *staff support*

<sup>1</sup> All members of Council are potentially members of a Discipline and Fitness to Practise panel.



**NON-STATUTORY COMMITTEE****35****Advertising**Dr. Dennis Mizel, *Chair*

Dr. Paul Groulx

Mr. Rob Mackay

Dr. Janine Taylor, *non-Council*Mr. Joel Friedman, *staff support***STAFF MEMBERS**

Ms Rose Bustria	Executive Assistant	101
Ms Madeline Cheng	Registration Coordinator	113
Mr. Joel Friedman	Director, Policy & Research	104
Ms Christine McKeown	Inquiries, Complaints & Reports Officer	110
Ms Anouk Enkhbaatar	Administrative Assistant	109
Ms Sarah Oostrom	Receptionist and Event Coordinator	100
Ms Tina Perryman	Manager, Inquiries, Complaints & Reports	103
Mr. Darwin Visperas	Assistant Registration Coordinator	100
Ms Anda Vopni	Financial Officer	105
Dr. J. Bruce Walton	Director of Professional Practice	106
Ms Jo-Ann Willson	Registrar and General Counsel	111

**COLLEGE OF CHIROPRACTORS OF ONTARIO  
COMMITTEE COMPOSITION**

**36**

**COUNCIL MEMBERS**

**Elected Members**

Dr. Dennis Mizel, *President*  
Dr. Cliff Hardick, *Treasurer*  
Dr. Peter Amlinger  
Dr. Brian Budgell  
Dr. Janet D'Arcy  
Dr. Paul Groulx  
Dr. Steven Lester  
Dr. Kristina Peterson  
Dr. David Starmer

**Appointed Members**

Mr. Rob Mackay, *Vice President*  
Ms Georgia Allan  
Ms Karoline Bourdeau  
Mr. Doug Cressman  
Ms Tamara Gottlieb  
Ms Robyn Gravelle Michelutti  
Ms Sheryn Posen

**STATUTORY COMMITTEES UNDER THE *REGULATED HEALTH PROFESSIONS ACT, 1991***

**Executive**

Dr. Dennis Mizel, *Chair*  
Mr. Rob MacKay, *Vice Chair*  
Dr. Cliff Hardick, *Treasurer*  
Dr. Peter Amlinger  
Dr. Janet D'Arcy  
Ms Georgia Allan  
Ms Karoline Bourdeau  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Fitness to Practise**

Dr. Steven Lester, *Chair*  
Dr. Dennis Mizel  
Mr. Doug Cressman  
Ms Jo-Ann Willson, *staff support*

**Inquiries, Complaints & Reports**

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Dr. Peter Amlinger  
Ms Georgia Allan  
Dr. Steve Gillis, *non-Council*  
Ms Sheryn Posen, *alternate*  
Ms Christine McKeown, *staff support*  
Ms Tina Perryman, *staff support*

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Ms Karoline Bourdeau, *Chair*  
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Ms Sheryn Posen  
Dr. Angela Barrow, *non-Council*  
Dr. Nicole Thornicroft, *non-Council*  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

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Dr. Paul Groulx  
Dr. Steven Lester  
Mr. Rob MacKay  
Dr. Gerard Arbour, *non-Council*  
Dr. Daniela Arciero, *non-Council*  
Dr. Liz Gabison, *non-Council*  
Dr. Colin Goudreau, *non-Council*  
Dr. Colleen Pattrick, *non-Council*  
Dr. Brian Schut, *non-Council*  
Dr. G. Murray Townsend, *non-Council*  
Dr. Matt Tribe, *non-Council*  
Ms Jo-Ann Willson, *staff support*

**Quality Assurance**

Dr. Kristina Peterson, *Chair*  
Dr. Janet D'Arcy  
Ms Karoline Bourdeau  
Mr. Rob MacKay  
Dr. Joel Weisberg, *non-Council*  
Mr. Joel Friedman, *staff support*  
Dr. Bruce Walton, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Registration**

Dr. Cliff Hardick, *Chair*  
Dr. Paul Groulx  
Ms Georgia Allan  
Ms Sheryn Posen  
Mr. Joel Friedman, *staff support*  
Ms Madeline Cheng, *staff support*  
Ms Jo-Ann Willson, *staff support*

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<sup>1</sup> All members of Council are potentially members of a Discipline and Fitness to Practise panel.

**NON-STATUTORY COMMITTEE****37****Advertising**Dr. Brian Budgell, *Chair*

Dr. Paul Groulx

Mr. Doug Cressman

Dr. Janine Taylor, *non-Council*Mr. Joel Friedman, *staff support***STAFF MEMBERS**

Ms Rose Bustria	Administrative Assistant	101
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**COLLEGE OF CHIROPRACTORS OF ONTARIO  
COMMITTEE COMPOSITION**

**COUNCIL MEMBERS**

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Dr. Brian Budgell  
Dr. Cliff Hardick  
Dr. Dennis Mizel  
Dr. Kristina Peterson  
Dr. Brian Schut  
Dr. Gauri Shankar

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Mr. Douglas Cressman, *Treasurer*  
Ms Georgia Allan  
Ms Karoline Bourdeau  
Ms Patrice Burke  
Ms Wendy Lawrence  
Ms Judith McCutcheon

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Ms Patrice Burke  
Dr. Kristina Peterson  
Dr. Gauri Shankar  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Fitness to Practise**

Dr. Kristina Peterson, *Chair*  
Dr. Brian Budgell  
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Ms Jo-Ann Willson, *staff support*

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Ms Patrice Burke  
Dr. Brian Schut  
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Ms Judith McCutcheon, *alternate*  
Ms Christine McKeown, *staff support*  
Ms Tina Perryman, *staff support*

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Ms Georgia Allan  
Dr. Dennis Mizel  
Dr. Reginald Gates, *non-Council*  
Dr. Janit Porter, *non-Council*  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

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Ms Karoline Bourdeau  
Dr. Brian Budgell  
Dr. David Starmer  
Dr. Daniela Arciero, *non-Council*  
Dr. Angela Barrow, *non-Council*  
Dr. Liz Gabison, *non-Council*  
Dr. Colin Goudreau, *non-Council*  
Dr. Colleen Pattrick, *non-Council*  
Dr. Matt Tribe, *non-Council*  
Ms Jo-Ann Willson, *staff support*

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Dr. Peter Amlinger  
Ms Patrice Burke  
Ms Karoline Bourdeau  
Dr. Joel Weisberg, *non-Council*  
Mr. Joel Friedman, *staff support*  
Dr. Bruce Walton, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Registration**

Dr. Cliff Hardick, *Chair*  
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Ms Madeline Cheng, *staff support*  
Ms Jo-Ann Willson, *staff support*

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**COUNCIL MEMBERS**

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Dr. Liz Anderson-Peacock  
Dr. Reginald Gates  
Dr. Kristina Peterson  
Dr. Brian Schut  
Dr. David Starmer  
Dr. Pat Tavares

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Mr. Shakil Akhter, *Treasurer*  
Ms Georgia Allan  
Ms Patrice Burke  
Mr. Douglas Cressman  
Ms Wendy Lawrence  
Ms Judith McCutcheon  
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Dr. David Starmer  
Ms Wendy Lawrence  
Ms Judith McCutcheon  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

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Ms Georgia Allan  
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Ms Patrice Burke  
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Dr. Matt Tribe, *non-Council*  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

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Dr. Brian Schut  
Dr. Gauri Shankar  
Dr. Steve Gillis, *non-Council*  
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Ms Tina Perryman, *staff support*

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Dr. Bruce Walton, *staff support*  
Ms Jo-Ann Willson, *staff support*

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Dr. Liz Gabison, *non-Council*  
Dr. Colin Goudreau, *non-Council*  
Dr. Roberta Koch, *non-Council*  
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Mr. Douglas Cressman, *alternate*  
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Ms Jo-Ann Willson, *staff support*

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**41****STAFF MEMBERS**

Ms Rose Bustria	Administrative Assistant	101
Ms Madeline Cheng	Registration Coordinator	113
Mr. Joel Friedman	Director, Policy & Research	104
Ms Christine McKeown	Inquiries, Complaints & Reports Officer	110
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**COLLEGE OF CHIROPRACTORS OF ONTARIO  
COMMITTEE COMPOSITION**

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Dr. Bruce Lambert  
Dr. Brian Schut  
Dr. David Starmer  
Dr. Pat Tavares  
Dr. Bryan Wolfe

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Ms Georgia Allan  
Ms Patrice Burke  
Ms Wendy Lawrence  
Mr. Scott Sawler

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Dr. Liz Anderson-Peacock  
Ms Wendy Lawrence  
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Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

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Ms Georgia Allan  
Dr. Brian Schut  
Ms Jo-Ann Willson, *staff support*

**Inquiries, Complaints & Reports**

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Dr. Bruce Lambert  
Dr. Steve Gillis, *non-Council*  
Mr. Shakil Akhter, *alternate*  
Ms Christine McKeown, *staff support*  
Ms Tina Perryman, *staff support*

**Patient Relations**

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Ms Georgia Allan  
Ms Patrice Burke  
Dr. Janit Porter, *non-Council*  
Dr. Matt Tribe, *non-Council*  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Discipline<sup>1</sup>**

Ms Judith McCutcheon, *Chair*  
Dr. Reginald Gates  
Mr. Scott Sawler  
Dr. David Starmer  
Dr. Daniela Arciero, *non-Council*  
Dr. Angela Barrow, *non-Council*  
Dr. Liz Gabison, *non-Council*  
Dr. Roberta Koch, *non-Council*  
Dr. Vikas Puri, *non-Council*  
Dr. Drew Potter, *non-Council*  
Ms Jo-Ann Willson, *staff support*

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Dr. Joel Weisberg, *non-Council*  
Mr. Joel Friedman, *staff support*  
Dr. Bruce Walton, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Registration**

Dr. David Starmer, *Chair*  
Mr. Shakil Akhter  
Dr. Bruce Lambert  
Ms Wendy Lawrence, *alternate*  
Mr. Joel Friedman, *staff support*  
Ms Maria Simas, *staff support*  
Ms Jo-Ann Willson, *staff support*

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**NON-STATUTORY COMMITTEE****43****Advertising**Dr. Reginald Gates, *Chair*

Ms Patrice Burke

Dr. Brian Schut

Dr. Larry McCarthy, *non-Council*Mr. Joel Friedman, *staff support***STAFF MEMBERS**

Ms Rose Bustria	Administrative Assistant	101
Ms Madeline Cheng	Administrative Assistant	109
Mr. Joel Friedman	Director, Policy & Research	104
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Ms Anda Vopni	Financial Officer	105
Dr. J. Bruce Walton	Director of Professional Practice	106
Ms Jo-Ann Willson	Registrar and General Counsel	111

**COLLEGE OF CHIROPRACTORS OF ONTARIO  
COMMITTEE COMPOSITION**

**COUNCIL MEMBERS**

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Dr. Reginald Gates  
Dr. Brian Gleberzon  
Dr. Bruce Lambert  
Dr. David Starmer  
Dr. Pat Tavares  
Dr. Bryan Wolfe

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Ms Judith McCutcheon, *Treasurer*  
Mr. Shakil Akhter  
Ms Georgia Allan  
Ms Patrice Burke  
Mr. Scott Sawler  
Mr. Jaz Singh  
*Vacant*

**STATUTORY COMMITTEES UNDER THE *REGULATED HEALTH PROFESSIONS ACT, 1991***

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Mr. Shakil Akhter  
Dr. Liz Anderson-Peacock  
Mr. Scott Sawler  
Dr. Bryan Wolfe  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Fitness to Practise**

Dr. Reginald Gates, *Chair*  
Ms Georgia Allan  
Dr. Bruce Lambert  
Ms Jo-Ann Willson, *staff support*

**Inquiries, Complaints & Reports**

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Ms Patrice Burke  
Dr. Steve Gillis, *non-Council*  
Dr. Brian Gleberzon  
Ms Judith McCutcheon, *alternate*  
Ms Christine McKeown, *staff support*  
Ms Tina Perryman, *staff support*

**Patient Relations**

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Dr. Daniela Arciero, *non-Council*  
Dr. Lisa Cadotte, *non-Council*  
Mr. Jaz Singh  
Dr. Pat Tavares  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Discipline<sup>1</sup>**

Mr. Scott Sawler, *Chair*  
Dr. Angela Barrow, *non-Council*  
Dr. Roberta Koch, *non-Council*  
Dr. Vikas Puri, *non-Council*  
Dr. Brian Schut, *non-Council*  
Mr. Jaz Singh  
Dr. David Starmer  
Dr. Pat Tavares  
Ms Jo-Ann Willson, *staff support*

**Quality Assurance**

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Ms Georgia Allan  
Ms Judith McCutcheon  
Dr. Joel Weisberg, *non-Council*  
Dr. Bryan Wolfe  
Mr. Joel Friedman, *staff support*  
Dr. Bruce Walton, *staff support*  
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**Registration**

Dr. David Starmer, *Chair*  
Mr. Shakil Akhter  
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Mr. Jaz Singh, *alternate*  
Mr. Joel Friedman, *staff support*  
Ms Maria Simas, *staff support*  
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Dr. Larry McCarthy, *non-Council*  
Mr. Joel Friedman, *staff support*

**45****STAFF MEMBERS**

Ms Rose Bustria	Administrative Assistant	101
Ms Madeline Cheng	Administrative Assistant	109
Mr. Joel Friedman	Director, Policy & Research	104
Ms Christine McKeown	Inquiries, Complaints & Reports Officer	110
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Dr. David Starmer  
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Mr. Martin Ward, *Treasurer*  
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Mr. Rob MacKay  
Mme Lise Marin  
Ms Judith McCutcheon  
Mr. Scott Sawler

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Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

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Dr. Bryan Wolfe  
Ms Jo-Ann Willson, *staff support*

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Mr. Scott Sawler, *alternate*  
Dr. Gauri Shankar  
Mr. Martin Ward  
Ms Christine McKeown, *staff support*  
Ms Tina Perryman, *staff support*

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Mr. Shakil Akhter  
Dr. Daniela Arciero, *non-Council*  
Dr. Lisa Cadotte, *non-Council*  
Ms Judith McCutcheon  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

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Dr. Heather Jones, *non-Council*  
Dr. Roberta Koch, *non-Council*  
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Dr. Vikas Puri, *non-Council*  
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Dr. Pat Tavares  
Ms Jo-Ann Willson, *staff support*

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Ms Judith McCutcheon  
Dr. Pat Tavares  
Mr. Joel Friedman, *staff support*

**47****STAFF MEMBERS**

Ms Rose Bustria	Administrative Assistant	101
Mr. Joel Friedman	Director, Policy & Research	104
Ms Dayna Goodfellow	Administrative Assistant	109
Ms Christine McKeown	Inquiries, Complaints & Reports Officer	110
Ms Sarah Oostrom	Receptionist	100
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Dr. Brian Gleberzon  
Dr. Clifford Hardick  
Dr. James Laws  
Dr. Gauri Shankar  
Dr. Pat Tavares  
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Mme Lise Marin  
Ms Judith McCutcheon  
Mr. Scott Sawler  
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Dr. Gauri Shankar  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

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Mr. Scott Sawler, *alternate*  
Mr. Martin Ward  
Ms Christine McKeown, *staff support*  
Ms Tina Perryman, *staff support*

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Dr. Michaela Cadeau, *non-Council*  
Dr. Roberta Koch, *non-Council*  
Mr. Rob MacKay  
Dr. Vikas Puri, *non-Council*  
Dr. Pat Tavares  
Ms Jo-Ann Willson, *staff support*

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Mr. Shakil Akhter  
Dr. Dennis Mizel  
Ms Jo-Ann Willson, *staff support*

**Patient Relations**

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Mme Lise Marin  
Dr. Doug Pooley, *non-Council*  
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Ms Jo-Ann Willson, *staff support*

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Mme Lise Marin  
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Ms Judith McCutcheon  
Dr. Dennis Mizel  
Mr. Joel Friedman, *staff support*

**49****STAFF MEMBERS**

Ms Rose Bustria	Administrative Assistant	101
Mr. Joel Friedman	Director, Policy & Research	104
Ms Dayna Goodfellow	Administrative Assistant	109
Ms Christine McKeown	Inquiries, Complaints & Reports Officer	110
Ms Sarah Ostrom	Receptionist	100
Ms Tina Perryman	Manager, Inquiries, Complaints & Reports	103
Ms Maria Simas	Registration Coordinator	113
Ms Anda Vopni	Financial Officer	105
Dr. J. Bruce Walton	Director of Professional Practice	106
Ms Jo-Ann Willson	Registrar and General Counsel	111

**COLLEGE OF CHIROPRACTORS OF ONTARIO  
COMMITTEE COMPOSITION**

**50**

**COUNCIL MEMBERS**

**Elected Members**

Dr. Peter Amlinger, *President*  
Dr. Dennis Mizel, *Vice President*  
Dr. Robbie Berman  
Dr. Brian Gleberzon  
Dr. Clifford Hardick  
Dr. James Laws  
Dr. Gauri Shankar  
Dr. Pat Tavares  
Dr. Bryan Wolfe

**Appointed Members**

Mr. Rob MacKay, *Treasurer*  
Mr. Shakil Akhter  
Ms Cristina De Caprio  
Mme Lise Marin  
Ms Judith McCutcheon  
Mr. Martin Ward  
**(Vacant)**

**STATUTORY COMMITTEES UNDER THE *REGULATED HEALTH PROFESSIONS ACT, 1991***

**Executive**

Dr. Peter Amlinger, *Chair*  
Dr. Dennis Mizel, *Vice Chair*  
Mr. Rob MacKay, *Treasurer*  
Dr. Cliff Hardick  
Mme Lise Marin  
Ms Judith McCutcheon  
Dr. Gauri Shankar  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Inquiries, Complaints & Reports**

Dr. Gauri Shankar, *Chair*  
Mr. Shakil Akhter, *alternate*  
Dr. Brian Gleberzon  
Dr. Erica Mattia, *non-Council*  
Mr. Martin Ward  
Ms Christine McKeown, *staff support*  
Ms Tina Perryman, *staff support*

**Discipline<sup>1</sup>**

Dr. Bryan Wolfe, *Chair*  
Dr. Angela Barrow, *non-Council*  
Dr. Michaela Cadeau, *non-Council*  
Ms Cristina De Caprio  
Mr. Rob MacKay  
Dr. Pat Tavares  
Ms Jo-Ann Willson, *staff support*

**Fitness to Practise**

Dr. Dennis Mizel, *Chair*  
Mr. Shakil Akhter  
Dr. Pat Tavares  
Ms Jo-Ann Willson, *staff support*

**Patient Relations**

Ms Judith McCutcheon, *Chair*  
Mr. Shakil Akhter  
Dr. Lisa Cadotte, *non-Council*  
Dr. Brian Gleberzon  
Dr. Doug Pooley, *non-Council*  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Quality Assurance**

Dr. Robbie Berman, *Chair*  
Ms Cristina De Caprio  
Dr. Heather Jones, *non-Council*  
Dr. James Laws  
Mr. Martin Ward  
Mr. Joel Friedman, *staff support*  
Dr. Bruce Walton, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Registration**

Dr. James Laws, *Chair*  
Dr. Robbie Berman  
Ms Cristina De Caprio, *Alternate*  
Ms Judith McCutcheon  
Mr. Joel Friedman, *staff support*  
Ms Maria Simas, *staff support*  
Ms Jo-Ann Willson, *staff support*

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<sup>1</sup> All members of Council are potentially members of a Discipline panel.



**NON-STATUTORY COMMITTEE****51****Advertising**Dr. Clifford Hardick, *Chair*

Mr. Shakil Akhter

Dr. Lawrence McCarthy, *non-Council*

Dr. Bryan Wolfe

Mr. Joel Friedman, *staff support***STAFF MEMBERS**

Ms Rose Bustria	Administrative Assistant	101
Mr. Joel Friedman	Director, Policy & Research	104
Ms Dayna Goodfellow	Administrative Assistant	109
Ms Christine McKeown	Inquiries, Complaints & Reports Officer	110
Ms Sarah Oostrom	Receptionist	100
Ms Tina Perryman	Manager, Inquiries, Complaints & Reports	103
Ms Maria Simas	Registration Coordinator	113
Ms Anda Vopni	Financial Officer	105
Dr. J. Bruce Walton	Director of Professional Practice	106
Ms Jo-Ann Willson	Registrar and General Counsel	111

**COLLEGE OF CHIROPRACTORS OF ONTARIO  
COMMITTEE COMPOSITION**

**52**

**COUNCIL MEMBERS**

**Elected Members**

Dr. Marshall Deltoff, *President*  
Dr. Peter Amlinger, *Vice President*  
Dr. Robbie Berman  
Dr. Brian Gleberzon  
Dr. Clifford Hardick  
Dr. James Laws  
Dr. Dennis Mizel  
Dr. Gauri Shankar  
Dr. Bryan Wolfe

**Appointed Members**

Mr. Martin Ward, *Treasurer*  
Mr. Shakil Akhter  
Ms Cristina De Caprio  
Mr. Robert MacKay  
Mme Lise Marin  
Ms Judith McCutcheon  
Ms Elham (Ellie) Moaveni

**STATUTORY COMMITTEES UNDER THE *REGULATED HEALTH PROFESSIONS ACT, 1991***

**Executive**

Dr. Marshall Deltoff, *Chair*  
Dr. Peter Amlinger, *Vice Chair*  
Mr. Martin Ward, *Treasurer*  
Dr. Robbie Berman  
Dr. Brian Gleberzon  
Mme Lise Marin  
Ms Judith McCutcheon  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Inquiries, Complaints & Reports**

Dr. Brian Gleberzon, *Chair*  
Mr. Shakil Akhter, *alternate*  
Dr. Lezlee Detzler, *non-Council*  
Dr. Gauri Shankar  
Mr. Martin Ward  
Ms Christine McKeown, *staff support*  
Ms Tina Perryman, *staff support*

**Discipline<sup>1</sup>**

Dr. Bryan Wolfe, *Chair*  
Dr. Michaela Cadeau, *non-Council*  
Dr. Clifford Hardick  
Dr. Heather Jones, *non-Council*  
Mme Lise Marin  
Ms Judith McCutcheon  
Ms Jo-Ann Willson, *staff support*

**Fitness to Practise**

Dr. Dennis Mizel, *Chair*  
Mr. Shakil Akhter  
Dr. Peter Amlinger  
Ms Jo-Ann Willson, *staff support*

**Patient Relations**

Ms Judith McCutcheon, *Chair*  
Mr. Shakil Akhter  
Dr. Lisa Cadotte, *non-Council*  
Dr. Dennis Mizel  
Dr. Calvin Neely, *non-Council*  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Quality Assurance**

Dr. Peter Amlinger, *Chair*  
Dr. Heather Jones, *non-Council*  
Mr. James Laws  
Mr. Rob MacKay  
Mme Lise Marin  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Registration**

Dr. Robbie Berman, *Chair*  
Ms Cristina De Caprio, *Alternate*  
Dr. James Laws  
Ms Judith McCutcheon  
Mr. Joel Friedman, *staff support*  
Ms Maria Simas, *staff support*  
Ms Jo-Ann Willson, *staff support*

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<sup>1</sup> All members of Council are potentially members of a Discipline panel.

**NON-STATUTORY COMMITTEE****53****Advertising**

Dr. Gauri Shankar, *Chair*  
 Dr. Clifford Hardick  
 Mr. Robert MacKay  
 Dr. Lawrence McCarthy, *non-Council*  
 Mr. Joel Friedman, *staff support*

**STAFF MEMBERS**

Ms Diana Okroj	Receptionist	100
Ms Rose Bustria	Administrative Assistant	101
Mr. Joel Friedman	Director, Policy & Research	104
Ms Dayna Goodfellow	Administrative Assistant	109
Ms Christine McKeown	Inquiries, Complaints & Reports Officer	110
Ms Tina Perryman	Manager, Inquiries, Complaints & Reports	103
Ms Maria Simas	Registration Coordinator	113
Ms Anda Vopni	Financial Officer	105
Ms Jo-Ann Willson	Registrar and General Counsel	111

**CONSULTANT**

Dr. J. Bruce Walton	Consultant, Quality Assurance Committee	106
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**COLLEGE OF CHIROPRACTORS OF ONTARIO  
COMMITTEE COMPOSITION**

**COUNCIL MEMBERS**

**Elected Members**

Dr. Peter Amlinger, *President*  
Dr. Dennis Mizel, *Vice President*  
Dr. Robbie Berman  
Dr. Marshall Deltoff  
Dr. Brian Gleberzon  
Dr. James Laws  
Dr. Douglas Pooley  
Dr. Gauri Shankar  
Dr. Bryan Wolfe

**Appointed Members**

Mr. Martin Ward, *Treasurer*  
Mr. Shakil Akhter  
Mr. Robert MacKay  
Mme Lise Marin  
Ms Judith McCutcheon  
Ms Elham (Ellie) Moaveni

**STATUTORY COMMITTEES UNDER THE *REGULATED HEALTH PROFESSIONS ACT, 1991***

**Executive**

Dr. Peter Amlinger, *Chair*  
Dr. Dennis Mizel, *Vice Chair*  
Mr. Martin Ward, *Treasurer*  
Dr. Robbie Berman  
Dr. Brian Gleberzon  
Mr. Robert MacKay  
Mme Lise Marin  
Mr. Joel Friedman, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Inquiries, Complaints & Reports**

Dr. Brian Gleberzon, *Chair*  
Mr. Shakil Akhter, *alternate*  
Dr. Marshall Deltoff  
Dr. Lezlee Detzler, *non-Council*  
Mr. Martin Ward  
Ms Christine McKeown, *staff support*  
Ms Kristina Mulak, *staff support*  
Ms Tina Perryman, *staff support*

**Discipline<sup>1</sup>**

Mr. Robert MacKay, *Chair*  
Dr. Michaela Cadeau, *non-Council*  
Dr. Heather Jones, *non-Council*  
Dr. James Laws  
Mme Lise Marin  
Dr. Bryan Wolfe  
Ms Jo-Ann Willson, *staff support*

**Fitness to Practise**

Dr. Dennis Mizel, *Chair*  
Mr. Shakil Akhter  
Dr. Gauri Shankar  
Ms Jo-Ann Willson, *staff support*

**Patient Relations**

Dr. Bryan Wolfe, *Chair*  
Mr. Shakil Akhter  
Dr. Stuart Kinsinger, *non-Council*  
Ms Judith McCutcheon  
Dr. Calvin Neely, *non-Council, alternate*  
Dr. Robin Whale, *non-Council*  
Mr. Joel Friedman, *staff support*  
Ms Sue Gargiulo, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Quality Assurance**

Dr. James Laws, *Chair*  
Mme Lise Marin  
Ms Judith McCutcheon  
Dr. Douglas Pooley  
Dr. Keith Thomson, *non-Council*  
Mr. Joel Friedman, *staff support*  
Ms Sue Gargiulo, *staff support*  
Ms Jo-Ann Willson, *staff support*

**Registration**

Dr. Marshall Deltoff, *Chair*  
Dr. Robbie Berman  
Ms Ellie Moaveni  
Mr. Joel Friedman, *staff support*  
Ms Maria Simas, *staff support*  
Ms Jo-Ann Willson, *staff support*

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<sup>1</sup> All members of Council are potentially members of a Discipline panel.

**NON-STATUTORY COMMITTEE****Advertising**

Dr. Brian Gleberzon, *Chair*  
 Mr. Shakil Akhter, *alternate*  
 Mr. Robert MacKay  
 Dr. Lawrence McCarthy, *non-Council*  
 Dr. Gauri Shankar  
 Mr. Joel Friedman, *staff support*  
 Ms Sue Gargiulo, *staff support*

**55****STAFF MEMBERS**

Ms Rose Bustria	Administrative Assistant	101
Mr. Joel Friedman	Director, Policy & Research	109
Ms Sue Gargiulo	Communications Officer	106
Ms Christine McKeown	Inquiries, Complaints & Reports Officer	112
Ms Kristina Mulak	Manager, Inquiries, Complaints & Reports	103
Ms Tina Perryman	Complaints Coordinator	104
Ms Maria Simas	Registration Coordinator	113
Ms Tanesha Smickle	Receptionist	100
Ms Anda Vopni	Financial Officer	105
Ms Jo-Ann Willson	Registrar and General Counsel	111

**CONSULTANT**

Dr. J. Bruce Walton	Consultant, Quality Assurance Committee	110
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<b>Members</b>	<b>ICRC</b> (2E, 2A, 1NC)	<b>Discipline</b> (2E, 2A, up to 3 NC)	<b>Quality Assurance</b> (2E, 2A, 1NC)	<b>Patient Relations</b> (1E, 2A, 2NC)	<b>Advertising</b> (2E, 1A, 1NC)
<b>Non Council (NC)</b>					

# College of Chiropractors of Ontario

## CCO Committee Compositions and Mandates

June 17, 2020





## Executive Committee (4E, 3A, 1 AA)



### MANDATE

- To exercise the powers of Council between meetings of Council 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.

# Registration Committee (2E, 2A)

## CERTIFICATE OF REGISTRATION UNDER THE CHIROPRACTIC ACT PROVINCE OF ONTARIO CANADA

BY THESE PRESENTS BE IT KNOWN TO ALL THAT

HAVING COMPLIED WITH ALL THE NECESSARY REQUIREMENTS AND HAVING SATISFIED IN

DOCTOR OF CHIROPRACTIC

AS SET OUT IN THE REGULATIONS ISSUED UNDER THE CHIROPRACTIC ACT IN

IN WITNESS WHEREOF WE HAVE HEREUNTO SET OUR HANDS THIS

DAY OF

1900



College of Chiropractors of Ontario

1900

1900

1900

## 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.

## Inquiries, Complaints & Reports Committee (2E, 2A, 1NC)



### MANDATE

- To respond to inquiries, complaints and reports in a manner consistent with CCO's legislative mandate under the *RHPA*.
- To review investigation reports carried out pursuant to s. 75 of the *RHPA*, and to make decisions concerning any further action, including the referral of specified allegations of professional misconduct or incompetence to the Discipline Committee, or referral of allegations of incapacity to the Fitness to Practice Committee, and the imposition of interim terms, conditions or limitations on a member's certificate of registration.

## Discipline Committee (2E, 2A, Up to 3 NC)

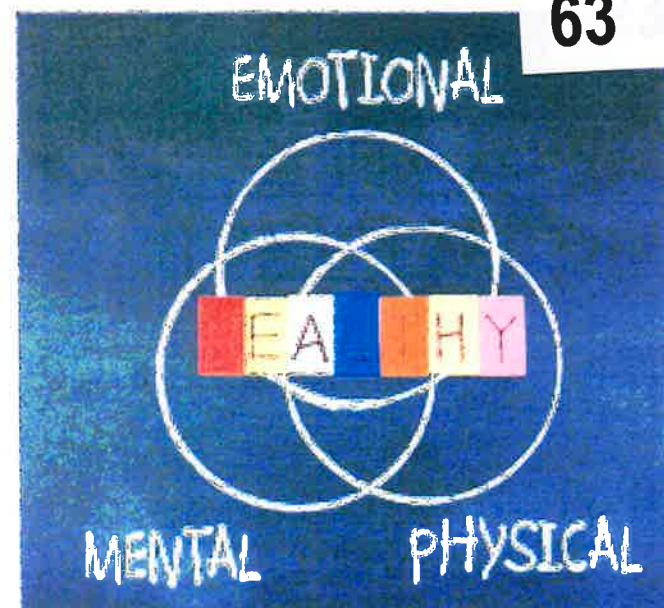
\*Potentially every member of council

### MANDATE

- To adjudicate specified 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.



## Fitness to Practise Committee (2E, 1A)



### 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.

## Quality Assurance Committee (2E, 2A, 1NC)



64

### 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 evaluation, competence and improvement among members; and*
  - *standards of professional ethics.*
- To develop mechanisms and protocols to assess the knowledge, skills and continuing competence of members.

## Patient Relations Committee (1E, 2A, 2NC)



### 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*.

## Advertising Committee (2E, 1A, 1NC)



### MANDATE

- To review proposed advertisements by members to ensure compliance with CCO's standard of practice (S-016: Advertising) and guideline (G-016: Advertising).



## ITEM 4.23

258

## PEER ASSESSOR LIST AS AT JUNE, 2020

District	Assessor	City	Started Term
1	Dr. Harald Kreps	Sundridge	2017
	Dr. Peter Biamonte	Huntsville	2018
	Dr. Katie Fraser	Timmins	2018
	Dr. Marnie Thomson	Sault Ste Marie	2018
	Dr. Lorrie Megesi	Sturgeon Falls	2018
2	Dr. Jann Thulien	Nepean	2013
	Dr. Victoria Clarke	Manotick	2016
	Dr. Joanne Lafreniere	Nepean	2018
	Dr. George Surko	Ottawa	2018
	Dr. Kris van der Veer	Ottawa	2018
3	Dr. Grant Bjornson	Bobcaygeon	2013
	Dr. Janine Taylor	Courtice	2016
	Dr. Robbie Berman	Whitby	2017
	Dr. Tim Lamon	Barrie	2017
4	Dr. Biljana Durickovic	Toronto	2013
	Dr. Jim Haase	North York	2013
	Dr. Brian Dower	Toronto	2016
	Dr. Pierre Ramlall	Markham	2016
	Dr. Katherine Tibor	Toronto	2016
	Dr. Stephanie Kim	Toronto	2017
	Dr. Trevor Morrison	Newmarket	2017
	Dr. Kelly Ramsay	Woodbridge	2017
5	Dr. Lezlee Detzler	Milton	2013
	Dr. Michael Kennedy	Brampton	2013
	Dr. David Hominuk	Smithville	2016
	Dr. Jenna MacFarlane	Vineland	2017
	Dr. Marlene Turner	Milton	2016
	Dr. Phil Lemire	Waterloo	2017
6	Dr. Michelle Campbell	London	2018
	Dr. Brendan Carney Killian	Sarnia	2018
	Dr. Dean Cartwright	Mitchell	2018
	Dr. Sarah Dale	Tecumseh	2018
	Dr. Peter Fonti	London	2018

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**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**

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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 interests<sup>1</sup>;
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;<sup>2</sup>

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<sup>1</sup> 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.

<sup>2</sup> 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 stakeholder<sup>3</sup> on behalf of CCO, including on social media, unless authorized by Council<sup>4</sup>;
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: \_\_\_\_\_

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

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

## ITEM 5.2

261

### COLLEGE OF CHIROPRACTORS OF ONTARIO

#### UNDERTAKING TO MAINTAIN CONFIDENTIALITY

##### FOR COUNCIL AND NON COUNCIL COMMITTEE MEMBERS

(Version Date: March 27, 2020)

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.

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## **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**

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### **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 –
- (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 FCC<sup>1</sup>.
  - 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.

<sup>1</sup> 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.

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.

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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

# ITEM 6.1

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## COLLEGE OF CHIROPRACTORS OF ONTARIO

### Council Elections/Orientation Meeting

Wednesday, May 1, 2019

8:30 a.m. – 2 p.m. (approximately) <sup>1</sup>

## AGENDA

Page No.	ITEM	Action Required	Action By	Priority Level <sup>2</sup>
	<b>1. CALL TO ORDER AND WELCOME</b>		Starmer	<b><u>High</u></b>
	<b>2. Adoption of Agenda</b>	Adopt	Council	<b><u>High</u></b>
	2.1 Conflict of Interest	Review/ Declare any real or perceived conflicts of interest		
	<b>3. Council Elections</b>	Appoint Scrutin- eers/ Conduct Elections to Comm- ittees	Willson/ Council	<b><u>High</u></b>
<b>9</b>	3.1 Presentation re: CCO Council Elections	Willson		
<b>26</b>	3.2 Relevant By-laws: By-law 7: Elections (Within Council), By-law 11: Committee Composition, By-law 12: Appointment of Non-Council Members <sup>3</sup>	Review	Council	Medium

<sup>1</sup> It is difficult to estimate the end time of this meeting (depending on elections etc.).

<sup>2</sup> Subject to Council's direction.

<sup>3</sup> All by-laws are posted on CCO's website.

37	3.3 Relevant Policies: I-014: Procedures for Striking and dissolving Sub-Committees, IG -001: Procedures for Us of Email for CCO Business, P-011: Conflict of Interest for Council and Committee members, P-046: Core Discipline Committee	Review	Council	Medium
47	3.4 Background re: office Development Project (ODP) <sup>4</sup>			
	<b>4. Election of Non-Council Committee Members <sup>5</sup></b>	Conduct Elections of Non-Council Committee Members to Committees	Willson/Council	<b><u>High</u></b>
49	4.1 Memorandum to Non-Council Committee members	FYI		
54	4.2 Expressions of Interest from Current Non-Council Committee Members	Review	Council	<b><u>High</u></b>
118	4.3 Expressions of Interest from other members	Review	Council	<b><u>High</u></b>
	<b>5. Election of Chairs</b>	Conduct Elections of Chairs	Willson/Council	<b><u>High</u></b>
	5.1 Motion to destroy election material including ballots <sup>6</sup>	Move	Council	<b><u>High</u></b>

<sup>4</sup> Other committees potentially considered: Office Development Project (ODP), By-law Review Committee, and Election Review Committee.

<sup>5</sup> Each non-council committee applicant to be given up to two minutes to highlight which committee they are interested in and any relevant background information. Dr. Janit Porter unable to attend but she has sent video for review. Given time constraints, no discussion or questioning following presentations (as per Executive Committee minutes May 15, 2018).

<sup>6</sup> All newly composed committees should include on the 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 2020). Generally, committees meet approximately every 4 – 6 weeks before Council meetings to allow time for any recommendations to be prepared for Council’s review.

	<b>6. Confidentiality and Accountability</b>	Distribute/ Review/ Sign documents	Council/ Non- Council Committee Members	<b><u>High</u></b>
180	6.1 Confidentiality undertaking, Code of Conduct, Policy I-015: Zero Tolerance of Abuse, Neglect and Harassment, Elected Member Undertaking <sup>7</sup>			
192	<b>7. Seven Signs of An Effective Board</b>	Presenta- tion	Durcan/ Steinecke	<b><u>High</u></b>
	ADJOURNMENT	Move	Council	

<sup>7</sup> A copy of the signed documents will be forwarded to each member.



**ITEM 6.2**  
**COUNCIL MEETING**

**273**

**Wednesday, June 17, 2020 (9:00 a.m. – 12:00 noon)** <sup>1</sup>

**Virtual Meeting using Zoom Platform  
(During COVID-19 Pandemic)**

**AGENDA – Internal Elections** <sup>2</sup>

**Invited Guests**

Richard Steinecke, Steinecke Macirua LeBlanc, Scrutineer for elections  
(approximately 10:30a.m.)

**Attendees**

Council members  
Ms Jo-Ann Willson, Registrar and General Counsel  
Mr. Joel Friedman, Director of Policy and Research  
Ms Andrea Szametz, Recording Secretary

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS IF DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
		<b>CALL TO ORDER</b>		Mizel	<b><u>High</u></b>	<b><u>10:30 a.m.</u></b>
		<b>Parliamentarian</b> <sup>5</sup>		All members	<b><u>Medium</u></b>	
		<b>2. Adoption of Agenda</b>	<b>Adopt</b>	<b>Council</b>	<b><u>High</u></b>	

<sup>1</sup> Subject to Council's direction.

<sup>2</sup> If you would like the complete background documentation relating to any item on the agenda, please speak to Dr. Mizel, President and Ms Willson (subject to confidentiality provisions).

<sup>3</sup> Subject to Council's direction.

<sup>4</sup> Approximate (subject to Council's direction).

<sup>5</sup> Council members to act as their own parliamentarian i.e. being familiar with and complying with the rules of order rather than formal appointment of Parliamentarian.



SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS IF DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
		<b>2.1 Conflict of Interest</b>	Review/ Declare any real or perceived conflicts of interest as agenda item reached	Council	<b>High</b>	<b>274</b>
		<b>3. Council Elections<sup>6 7</sup></b>	Appoint Scrutineers/ Conduct Elections to Committ- ees	Willson/ Council	<b>High</b>	
	<b>9</b>	3.1 Memo dated June 5, 2020 to Council from Dr. Dennis Mizel, President (with technology survey attached)	FYI			
	<b>14</b>	3.2 Current Committee Composition	FYI			
	<b>16</b>	3.3 Committee Composition Worksheet	FYI			
	<b>18</b>	3.4 Committee Mandates and Composition <sup>8</sup>	Review	Council	Medium	
	<b>27</b>	3.5 Committee Conflicts Considerations	Review	Council	Medium	
		<i>Relevant By-laws<sup>9</sup></i>	Review	Council	Medium	
	<b>30</b>	3.6 By-law 7: Elections (Within Council)				

<sup>6</sup> Dr. Cliff Hardick, former Council member and Treasurer, is continuing to chair what was previously called the Office Development Project for the purpose of finalizing any remaining matters with Cresford.

<sup>7</sup> In Spring, 2021, an Election Review Committee will be composed (like the Election Review Committee chaired by external chair, Mr. Dan Faulkner in Spring 2020 to facilitate respectful, professional communication).

<sup>8</sup> Assumes approval of committee composition to increase public member participation on committees in accordance with recommendations from Executive Committee.

<sup>9</sup> Council members should review the relevant by-laws and policies since there is unlikely to be enough time to review the information at the meeting.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS IF DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
	<b>36</b>	3.7 By-law 11: Committee Composition (with recommended amendment to ICRC to increase public member representation to 2)				<b>275</b>
	<b>38</b>	3.8 By-law 12: Appointment of Non-Council Members				
		<i>Relevant Policies</i>	Review	Council	Medium	
	<b>41</b>	3.9 I-014: Procedures for Striking and dissolving Sub-Committees				
	<b>44</b>	3.10 IG-001: Procedures of Use of E-mail for CCO Business				
	<b>45</b>	3.11 P-011: Conflict of Interest for Council and Committee members				
	<b>50</b>	3.12 P-046 Core Discipline Committee (current and recommended amendments)				

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS IF DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
		<b>4. Election of Non-Council Committee Members <sup>10</sup></b>	Conduct Elections of Non-Council Committee Members	Willson/ Council	<b>High</b>	<b>276</b>
	51	4.1 Memorandum to Non-Council Committee members dated April 26, 2020	FYI			
	52	4.2 Expressions of Interest from Current Non-Council Committee Members: Drs. Daniella Arciero (Discipline), Angela Barrow (Patient Relations), Liz Gabison (Discipline), Steve Gillis (ICRC), Colleen Patrick (Discipline), Janine Taylor (Advertising and peer assessor), Nicole Thornicroft (Patient Relations), Murray Townsend (Discipline), Matt Tribe (Discipline), Joel Weisberg (Quality Assurance)	Review	Council		
	100	4.3 Expressions of Interest from other members: Drs. Liz Anderson-Peacock, Lindsay Bourque, Stephen Lippit, Larry McCarthy, Jimmy Nanda, Ian Quist, Tony Russo, Harald Simon, Karalyn Van Aken, Carolyn Wood	Review	Council		

<sup>10</sup> Time permitting: each non-council committee applicant to be given up to two minutes to highlight which committee they are interested in and any relevant background information.

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS IF DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
	153	4.4 Current List of Peer Assessors <sup>11</sup>	FYI			<b>277</b>
		<b>5. Election of Committee Chairs <sup>12</sup></b>	Conduct Elections of Chairs	Willson/	<b><u>High</u></b>	
		5.1 Motion to destroy election material including ballots	Move	Council	<b><u>High</u></b>	
		<b>6. Confidentiality and Accountability <sup>13</sup></b>	Review/Return	Council	<b><u>High</u></b>	
	154	6.1 Code of Conduct				
	156	6.2 Confidentiality Undertaking				
	159	6.3 Policy I-015: Zero Tolerance of Abuse, Neglect and Harassment				
	162	6.4 Elected Member Undertaking				
		<b>7. Background Information/Governance Presentations</b>	Primarily FYI subject to questions			
	164	7.1 <i>Good Governance Guidelines</i> – Presentation by Richard Steinecke (April 26, 2020) <sup>14</sup>				

<sup>11</sup> Council to determine the advisability of individuals being both a peer assessor and a non-council committee member (policy determination).

<sup>12</sup> 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 2021). Generally, committees meet approximately every 4 – 6 weeks before Council meetings to allow time for any recommendations to be prepared for Council’s review. All meetings should continue to address high priority matters only and should be conducted virtually pending further direction from government.

<sup>13</sup> If you have not already done so, please forward signed and witnessed copies of these documents to Ms Rose Bustria, Administrative Assistant, asap. Thank you.

<sup>14</sup> Specialized training has been conducted for new members Dr. Janit Porter and Mr. Clive Edwards (scheduled for June 12, 2020).

SECTIONS OF THE CODE FOR IN-CAMERA SESSIONS IF DIRECTED BY COUNCIL	Page No.	ITEM	Action Required	Action By	Priority Level <sup>3</sup>	Time <sup>4</sup>
	223	7.2 <i>Regulating in a Time of Crisis</i> – Presentation by Rebecca Durcan, Steinecke, Maciura LeBlanc (April 15, 2020)	FYI			<b>278</b>
	235	7.3 <i>Good Governance: Goals, Guidance and Gains</i> – Presentation by Deanna Williams and Richard Steinecke (February 15, 2020)				
	275	7.4 <i>Seven Signs of An Effective Board</i> – Presentation by Richard Steinecke (May 1, 2019)				
		ADJOURNMENT				