

**MINUTES OF THE COLLEGE OF CHIROPRACTORS OF ONTARIO'S
COUNCIL MEETING
HELD THURSDAY, NOVEMBER 20, 2025
59 HAYDEN ST, SUITE 800, TORONTO, ONTARIO, AND BY TEAMS**

PRESENT:

Dr. Kyle Grice, President and Meeting Chair
Dr. Michael Gauthier, Vice President
Mr. Scott Stewart, Treasurer
Ms Anuli Ausbeth-Ajagu - by Teams
Mr. Robert Chopowick - by Teams
Mr. Gagandeep Dhanda
Dr. Jarrod Goldin
Dr. Colin Goudreau
Dr. Sarah Green
Dr. Salima Ismail
Ms Zoe Kariunas
Dr. Annette Langlois
Ms Janet Lemieux
Dr. Angelo Santin
Dr. Julia Viscomi

REGRETS:

Mr. Shawn Southern

ABSENT:

None

STAFF:

Ms Rose Bustria, Executive Assistant
Mr. Joel Friedman, Deputy Registrar
Ms Jo-Ann Willson, Registrar and General Counsel

RECORDING SECRETARY:

Ms Beth Ann Kenny

CALL TO ORDER AND WELCOME

Dr. Grice called the meeting to order at 8:30 a.m. EST, noting the meeting was hybrid in nature with guests attending in person.

Council members who were attending virtually were asked to keep their cameras on and let Mr. Friedman or Ms Kenny know if they were having difficulty connecting to or hearing the meeting.

Dr. Grice confirmed that Council meetings are open to the public unless Council moves in camera pursuant to the provisions within the *RHPA*, e.g., financial, government relations, or legal matters.

By way of notation, Council members were reminded that they are to be familiar and comply with CCO's rules of order. When speaking to a motion, Council members were reminded to note if they were speaking for or against the motion. If needed, Dr. Green would serve as parliamentarian.

LAND ACKNOWLEDGEMENT

Ms Kariunas offered the land acknowledgement, recognizing the 1805 Toronto Treaty, with the first week of November being Treaty Recognition Week.

Ms Janet Lemieux was welcomed to Council, recently appointed as a public member. Introductions were made.

1. CONSENT AGENDA

The consent agenda was presented for approval.

MOTION moved by Dr. Goudreau/seconded by Dr. Green

To approve the consent agenda:

1.1 Discipline Committee Report

1.1.1 Moore v College of Chiropractors, Div. Court (Released November 5, 2025)

1.1.2 CCO v Dr. Bolger, Amended Decision and Reasons (received November 5, 2025)

1.2 Fitness to Practise Committee Report

1.3 Inquiries, Complaints and Reports Committee (ICRC)

1.3.1 I-024: Secure Communication

1.3.2 Communication dated September 15, 2025 from HPARB re: Review of Consolidated Rules Feedback

1.4 Patient Relations Committee Report

1.5 Quality Assurance Committee Report

1.5.1 Quality Assurance Committee Terms of Reference

1.5.2 S-001: Chiropractic Scope of Practice (effective November 20, 2025)

1.5.3 S-005: Chiropractic Adjustment or Manipulation (effective November 20, 2025)

1.5.4 Memo dated October 8, 2025 to Dr. Grice re: QA Material for CCO Distribution

2. MAIN AGENDA

The meeting's main agenda was presented for approval.

MOTION moved by Mr. Stewart/seconded by Dr. Langlois

To approve the main agenda as circulated

CARRIED UNANIMOUSLY.

2.1 Conflict of Interest

Council members were reminded that any real or perceived conflicts of interest should be raised during the meeting as the agenda item arises. Any standing conflicts of interest did not need to be declared at every meeting, recognizing they had been previously identified.

No conflicts of interest were declared.

3. MINUTES

Council members were reminded by notation on the agenda that they should only make motions or vote to approve meeting minutes for those meetings in which they were in attendance. It was also

noted that, once the meeting minutes are approved, they will be posted to the CCO website, with the exception of in camera meeting minutes, which remain confidential.

A call was made for motions to approve the most recent Council meeting minutes.

3.1 Council Minutes of September 12, 2025 (draft)

MOTION moved by Dr. Goldin/seconded by Ms Kariunas

To approve the September 12, 2025, Council Meeting Minutes as circulated
CARRIED UNANIMOUSLY.

3.2 Council Minutes (In Camera) of September 12, 2025 (draft)

MOTION moved by Dr. Gauthier/seconded by Dr. Santin

To approve the September 12, 2025, In Camera Council Meeting Minutes as circulated
CARRIED UNANIMOUSLY.

3.3 Council Summary Notes of September 13 & 14, 2025 Strategic Planning (draft)

MOTION moved by Dr. Green/seconded by Dr. Langlois

To approve the September 13 & 14, 2025, Council Strategic Planning Summary Notes as circulated
CARRIED UNANIMOUSLY.

Received for information:

3.4 Slide Deck from Strategic Planning Sessions September 13 & 14, 2025

4. COMMITTEE REPORTS

4.1 Executive Committee Report

Dr. Grice presented the Executive Committee report.

Received for information:

4.1.1 Confidential Minutes of October 17, 2025

Move in Camera

MOTION moved by Ms Kariunas/seconded by Dr. Gauthier

To move in camera
CARRIED UNANIMOUSLY.

Dr. Grice confirmed that Council would be moving in camera, consistent with Section 7(2) of the Code to discuss issues such as financial matters, government relations or legal advice.

Observers were removed from the meeting and were advised that they would be emailed when Council rose from the in camera session so that they could rejoin the meeting.

Move Out of Camera and Ratify Decisions Made In Camera

MOTION moved by Mr. Dhanda/seconded by Dr. Langlois

To rise from the in camera session and ratify all decisions made while in camera
CARRIED UNANIMOUSLY.

Observers were welcomed back to the meeting. The items approved in camera were noted, including the following:

- Approval of 2026 budget
- Amendment to By-law 9 to increase per diem remuneration consistent with COLA

Old/Ongoing Business

Ministry of Health and Long-Term Care

Received for information:

4.1.28 Correspondence dated November 3, 2025 to Ms Lemieux from Ms Willson including Order in Council dated October 23, 2025 + confidential background information

4.1.29 Order in Council re: Zoe Kariunas (to October 14, 2028) and Congratulatory letter to Scott Stewart (to March 3, 2028)

Scope of Practise Consultation

An update was provided on the Ministry's consultation regarding health professions' scopes of practice expansions. CCO made its submission through the Government's portal and information about the submission and process were made available on the CCO website. The consultation ended on November 3rd and CCO is now waiting for a response or more information.

Received for information:

4.1.30 Extract from CCO website re: consultation

4.1.31 CCO submissions dated October 31, 2025

4.1.32 OCA submissions dated November 3, 2025

4.1.33 News Release dated September 17, 2025 entitled Ontario Taking Next Steps to Improve Health-Care Access

4.1.34 Communication dated September 17, 2025 entitled Ministry of Health Consultations on Proposed Scope of Practice Expansions for a Range of Health Care Professionals

4.1.35 Communication Exchange with Minister's Office September, 2025 re: announcement

4.1.36 Various Media re: September 17, 2025 Announcement

College Performance Measurement Framework (CPMF)

Received for information:

4.1.37 CPMF Action Plan – 2025 (approved June 13, 2025)

4.1.38 Communication exchange between HPRO and Dr. Karima Velji re: CPMF

It was noted that a CPMF report will not be required March 31, 2026.

News Releases (miscellaneous)

Received for information:

4.1.39 CTV News article dated September 1, 2025 entitled Ontario to break interprovincial barriers for regulated professions

4.1.40 Ontario Opens New Medical School in Brampton (September 3, 2025)

- 4.1.41 Ontario Bringing Innovative New Technologies to the Health-Care System Faster (September 4, 2025)**
- 4.1.42 Ontario Government and Ontario Medical Association Reach Agreement to Protect Provincial Health Care (September 18, 2025)**
- 4.1.43 Ontario Connecting 500,000 More People to a Family Doctor and Primary Care Team (September 22, 2025)**
- 4.1.44 Ontario Supporting Worker Mobility Across Canada (October 16, 2025)**
- 4.1.45 Ontario Strengthening Provincial Electoral Processes (October 27, 2025)**

Strategic Planning

It was confirmed that follow-up on the strategic plan and the aggressive list of agenda items will be a standard agenda item for all meetings.

Council members were thanked for attending and fully participating in the strategic planning session, noting that the feedback was overwhelmingly positive with staff's plans consistent with Council's suggestions, pivoting to meet Council's needs, e.g., allowing more time for breakout sessions.

Discussion ensued regarding KPIs, including the Executive Committee's responsibility for CCO's corporate KPIs and other Committees' individual KPIs.

Mr. Chopowick was asked to review his submission to the Registration Committee, which differentiated between KPIs and objectives and key results (OKRs), offering that KPIs are similar to looking at a car's dashboard with OKRs looking at the road while driving. It was noted that the phrase "as measured by" is helpful when considering OKRs, and that OKRs are "aspirational" with KPIs confirming compliance and should be numerically measurable, including for qualitative measures.

ACTION ITEM Staff to develop a general framework for a KPI template for Committees, including the consideration of "as measured by", mirroring Registration Committee work and including a strategy for follow-up, bringing this to the January 2026 Executive Committee meeting for further consideration

Received for information:

- 4.1.46 Summary of Council feedback re: September 12, 2025 Council meeting**
- 4.1.47 Summary of feedback re: September 13, 14, 2025 Strategic Planning Meetings**
- 4.1.48 Extract of Council Summary Notes of September 13, 14, 2025 (Strategic Planning) re: Survey and KPI's**
- 4.1.49 Strategic Plan (2024 – 2029) Progress Chart**
- 4.1.50 Council – Discussion Prompts re: KPI's by Strategic Objective**
- 4.1.51 Communication dated September 16, 2025 from Dr. Sarah Green re: Corporate KPI's**
- 4.1.52 Memo dated September 28, 2025 re: Changes to Council Surveys (General and Cyclical)**

Recommendations were made regarding the general survey, recognizing that these would be different than the cyclical surveys.

MOTION moved by Mr. Dhanda/seconded by Dr. Goldin
To approve changes to the Council survey
CARRIED UNANIMOUSLY.

Received for information:

4.1.53 Current Survey

4.1.54 Communication from Dr. Santin dated September 12, 2025

4.1.55 Communication dated October 7, 2025 from Ms Langlois re: Annual Evaluation Survey (draft)

Ms Willson shared plans for the 2026 strategic planning session, noting that there would be additional time for informal discussions built into the agenda.

Communications

Examples of recent communications were provided in the information package. The next communiqué is planned for next week and it will include Quality Assurance standards and complaints issues.

Additionally, the Regulatory Excellence Workshops (REWs) were noted, with the most recent being the virtual presentation in October and the next planned for February 2026.

It was also noted that Dr. Tibor and Mr. Friedman presented to first year students at CMCC in November.

Related to CCO's website, Google analytics were included in the information packages. Highlights were reviewed.

It was reported that online member renewal has been launched. Upgrades to the registration processes are underway, currently in testing environments. Plans for formal launches will be in 2026.

ACTION ITEM Staff to ask C-Group about the effects that Google AI answering questions might have on clicks to the CCO website

It was shared that malware had been installed on CCO's website which was quickly identified and removed. Both the C-Group and CCO's IT provider are aware and were responsive.

Received for information:

4.1.56 CCO Distribution dated September 26, 2025

4.1.57 Constant Contact Statistics re: September 26, 2025 distribution (as of November 8, 2025)

4.1.58 Extract from CCO website re: Regulatory Excellence Workshops (REW)

4.1.59 Google Analytics April 1 – November 8, 2025

4.1.60 C Group Report dated October 1, 2025

4.1.61 C Group Report re: Malware

4.1.62 Memo dated October 14, 2025 from Mr. Friedman re: update on CCO Database Member Portal and Public Register

It was confirmed that the Executive Committee has the responsibility of reviewing CCO's By-laws, and other related documents. Those previously approved will now take effect as the previous minutes have been approved.

By-laws, Standards, Policies and Guidelines Review

Received for information:

4.1.63 By-law Amendments Chart Approved by Council September 12, 2025 (to come into effect when minutes approved on November 20, 2025)

4.1.64 By-law 6: Election of Council Members

4.1.65 By-law 7: Elections (Within Council)

4.1.66 By-law 11: Committee Composition

4.1.67 By-law 12: Appointment of Non-Council Chiropractic Members

4.1.68 By-law 18: Appointment of Non-Chiropractic Committee Members

4.1.69 S-020: Cooperation and Communication with CCO

4.1.70 P009: Presidential Memorial Award

4.1.71 I-023: Submission of Criminal Record Checks by CCO Council, Committee Members and Peer Assessors

Code of Conduct

4.1.72 Code of Conduct (draft)

MOTION moved by Dr. Gauthier/seconded by Ms Kariunas

To approve changes to the Code of Conduct

CARRIED UNANIMOUSLY.

Received for information:

4.1.73 Code of Conduct (current)

Conflicts of Interest

4.1.74 P-011 Conflicts of Interest (draft)

It was noted that the recommended changes are with other changes to CCO documents, e.g., By-laws.

MOTION moved by Dr. Goudreau/seconded by Dr. Viscomi

To approve changes to P-011 Conflicts of Interest

CARRIED UNANIMOUSLY.

Received for information:

4.1.75 P-011: Conflict of Interest (current)

4.1.76 Internal Elections – Committee Conflicts Chart (current)

4.1.77 Memo dated July 30, 2025 from Ms Langlois re: By-laws, Standards of Practice and Policies Review

While there were no recommendations from the Executive Committee regarding electoral reform at this time, the Executive Committee is reviewing other examples of governance by health regulatory bodies.

Elections (Spring 2026)

Dr. Green and Dr. Goldin declared conflicts of interest and left the meeting. Dr. Goudreau is ineligible in spring 2026 and remained in the meeting.

4.1.78 Notice of Election and Nomination Guide for Elections to Districts 5, 6 and 7 (draft)

4.1.79 Nomination Paper

4.1.80 Candidate Undertaking

MOTION moved by Dr. Ishmael/seconded by Dr. Viscomi

To approve the Notice of Election and Nomination Guide for Elections to Districts 5, 6, and 7, the Nominations Paper, and the Candidate Undertaking

CARRIED UNANIMOUSLY.

Received for information:

4.1.81 Competencies for Council and Committee Members and Peer Assessors

Dr. Green and Dr. Goldin returned to the meeting.

Other Chiropractic/Health Related Stakeholders

Federation of Canadian Chiropractic

It was shared that the FCC focuses on regulatory matters, accreditation and specialty Colleges, etc., and the CCEB conducts national clinical competency examinations. CCO has responsibility for ensuring the exams meet regulatory requirements. A MOH is being developed.

Received for information:

4.1.82 Communication re. November 7, 2025 Regulatory Council Meeting including agenda and materials

4.1.83 Communication dated September 18, 2025 to FCC Regulatory Council Members from Dr. Kyle Grice

Canadian Chiropractic Examining Board

A question was posed regarding the CCEB's surplus and how their finances are stewarded. Information will be available with their financial statements, and representatives from CCO will be attending future CCEB meetings.

Labour mobility was raised, noting that other provinces are interested and are asking for a national standard of currency of practice. It was noted that the only limitation in Ontario is the timing of examinations.

Received for information:

4.1.84 Notification dated August 30, 2025 re. need for Governors

4.1.85 Agenda and material for AGM November 26, 2025

Canadian Chiropractic Examining Board

Received for information:

4.1.84 Notification dated August 30, 2025 re: need for Governors

4.1.85 Agenda and material for AGM November 26, 2025

Canadian Memorial Chiropractic College (CMCC)

Received for information:

**4.1.86 E-mail exchange dated October 9, 2025 with Dr. Starmer re: Health Professions
Discipline Tribunals**

**4.1.87 Expression of thanks dated November 4, 2025 to Dr. Tibor and Mr. Friedman re:
CMCC panel on November 4, 2025**

Canadian Chiropractic Protective Association

Received for information:

4.1.88 Notification re: new Informed Consent Document

Ontario Chiropractic Association

Received for information:

4.1.89 Announcement re: Member Recognition Day November 29, 2025

4.1.90 Various bulletins/communications (supporting scope, member assistance program etc.)

Canadian Chiropractic Research Foundation

Received for information:

**4.1.91 Various bulletins/communications (new leadership, partnership with F-
RCCSS(C))**

Canadian National Alliance for Chiropractic

Received for information:

4.1.92 Message from the Chair dated October 31, 2025

Health Profession Regulators of Ontario (HPRO)

Ms Kenny provided an overview of HPRO’s activities, including the recent training sessions attended by Dr. Goldin and Dr. Langlois. Thanks were extended to Dr. Goldin for serving as role player during the Discipline Orientation Workshop - Basic Session.

Council members were encouraged to participate in HPRO’s training programs..

Received for information:

- 4.1.93 Governance Training (October 29, November 5, 2025)**
- 4.1.94 Discipline Training (October 30, November 6, 2025)**
- 4.1.95 Legislative Update (August 2025)**
- 4.1.96 Legislative Update (September 2025)**
- 4.1.97 Legislative Update (October 2025)**
- 4.1.98 Communication dated November 7, 2025 re: As of Right Legislation**

MOTION Dr. Gauthier/Mr. Stewart
To accept the Executive Committee Report
CARRIED UNANIMOUSLY.

4.2 REGISTRATION COMMITTEE

It was noted that renewals were launched on October 30th. Additionally, the consultation on the amendments to By-law 17 regarding the public register will close on December 1st. Additional information will be brought to Council for consideration.

MOTION moved by Dr. Goudreau/seconded by Mr. Dhanda
To accept the Registration Committee Report
CARRIED UNANIMOUSLY.

Received for information:

- 4.2.1 Extract from CCO website + 2026 Registration Renewal**
- 4.2.2 2026 Professional Corporation Renewal**
- 4.2.3 Distribution of proposed amendments to By-law 17: Public Register**
- 4.2.4 Communication dated October 29, 2025 from Mr. Robert Chopowick re: Objective Key Results (OKR’s) and KPI’s**
- 4.2.5 Memo dated October 24, 2025 re: Consultation on Updates to the Risk-Informed Compliance Framework (RICF)**
- 4.2.6 OFC Newsletter (October 30, 2025)**

5. NEW BUSINESS

5.1 Office of the Chief Coroner Province of Ontario Domestic Violence Death Review Committee 2022 – 2023 Annual Report (November 2025)

It was confirmed that CCO is in the process of addressing this review through the Quality Assurance Committee and information could be provided to educational institutions to suggest that they add information to their curriculum as appropriate.

6. FOR YOUR INFORMATION

College of Nurses of Ontario

Received for information:

- 6.1 **Communication dated October 16, 2025 re: Sharing Information from the Workforce Census**

Ontario College of Pharmacists

Received for information:

- 6.2 **Announcement dated September 11, 2025 re: Appointment of Jay O’Neill as Registrar and CEO**

Potential System Failures (reflecting loss of public confidence in regulation)

Received for information:

- 6.3 **CTV News article dated August 30, 2025 entitled “Ford government threatens to take control of real estate watchdog as realtors call for answers”**
- 6.4 **Star article dated September 2, 2025 entitled “Police launch investigation into iPro Realty scandal”**
- 6.5 **CBC article dated September 5, 2025 entitled “Ontario will have a plan to get rid of school trustees by end of year: minister”**
- 6.6 **Grey Areas - September 2025 entitled Why Individuals Commit Professional Misconduct and November 2025 Report on Barriers and Enablers to Making a Complaint**
- 6.7 **Council Member Terms as of November 1, 2025**

DATE AND TIME OF MEETINGS

See Appendix A for Executive Committee and Council meeting dates. Council members are asked to advise Ms Rose Bustria if they are unable to attend any meeting.

ADJOURNMENT

All were thanked for attending and their interest in CCO’s work.

Recognizing that all items on the agenda had been addressed, Dr. Grice adjourned the meeting at 11:18 a.m.

President

Registrar and General Counsel

APPENDIX A – DATE AND TIME OF MEETINGS

Executive Committee Meeting Dates to December 2026

Year	Date	Time	Event	Location
2026	Friday, January 23	8:30 a.m. – 1:00 p.m.	Meeting	CCO
	Friday, March 27	8:30 a.m. – 1:00 p.m.	Meeting	CCO
	Friday, May 22	8:30 a.m. – 1:00 p.m.	Meeting	CCO
	Friday, August 21	8:30 a.m. – 1:00 p.m.	Meeting	CCO
	Friday, October 23	8:30 a.m. – 1:00 p.m.	Meeting	CCO

Council Meeting Dates to December 2025

Year	Date	Time	Event	Location
2025	Friday, November 21	8:30 a.m. – 1:00 p.m.	Meeting	CCO
	Friday, November 21	6:00 p.m. – 9:00 p.m.	Holiday Party	Confirmed
2026	Friday, February 20	8:30 a.m. – 1:00 p.m.	Meeting	CCO
	Thursday, April 23	8:30 a.m. – 1:00 p.m.	Meeting	CCO
	Friday, April 24 (Elections and Orientation)	8:30 a.m. – 1:00 p.m.	Meeting	CCO
	Thursday, June 4	Presidents’ Dinner	Presidents’ Dinner	TBD
	Friday, June 5	8:30 a.m. – 1:00 p.m.	Meeting	CCO
	Friday, June 5	6:30 p.m. – 9:00 p.m.	AGM	TBD
	Friday, September 18	10:00 a.m.-3:00 p.m.	Meeting	TBD
	Saturday, September 19 (in person)	8:30 a.m.-4:30 p.m.	Strategic Planning/ Topic Specific Meeting	TBD
	Sunday, September 20 (in person)	8:30 a.m.-11:30 p.m.	Strategic Planning/ Topic Specific Meeting	TBD
	Thursday, November 19	8:30 a.m. – 1:00 p.m.	Meeting (Budget)	CCO

Year	Date	Time	Event	Location
	Friday, November 20	8:30 a.m. – 1:00 p.m.	Training/ Topic Specific Meeting	CCO
	Friday, November 20	6:00 p.m.-9:00 p.m.	Holiday Party	TBD